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REPORT OF THE
MAYOR'S CITIZENS COMMITTEE
FOR THE
PRESERVATION AND BEAUTIFICATION
OF THE
FISHERMAN'S WHARF AREA

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MAY 1974

REPORT OF THE
MAYOR'S CITIZENS COMMITTEE
FOR THE
PRESERVATION AND RECREATION
OF THE
FISHERMAN'S WHARF AREA

APPROVED BY THE
CITIZENS COMMITTEE
ON MAY 1, 1974

TABLE OF CONTENTS

INTRODUCTION

LIST OF MEMBERS OF THE COMMITTEE

I. WHY THE COMMITTEE WAS FORMED

- A. Historical Background
- B. Economic Significance
- C. Basic Problem Areas

II. HOW THE COMMITTEE APPROACHED ITS TASK

- A. Definition and Description of Area
- B. Basic Premises
- C. Surveys of Those in the Area
- D. Involvement of All Groups and Agencies

III. STATUS OF THE FISHING INDUSTRY

- A. Outlook for Fisheries
- B. Needs of the Fishermen
- C. Needs of the Processors

IV. DEVELOPMENT PLAN FOR FISHERMAN'S WHARF HARBOR

- A. Basis for the Plan
- B. Review of Previous Plans
- C. Committee Recommendations

V. PLANNING FOR OVERALL AREA

- A. Need to Look at Fisherman's Wharf as a Whole
- B. Traffic and Transportation
- C. Architectural Design
- D. Hyde Street Sewer Outfall Consolidation Project

VI. COSTS AND FUNDING

VII. GENERAL RECOMMENDATIONS

VIII. CONCLUSION

APPENDIX

Fisherman's Wharf Survey
Traffic Study
Street Furnishings Concepts (S.F. Maritime Museum)
Lighting Fixtures Report (S.F. Planning Department)

INTRODUCTION

In June of 1973, the Mayor's Citizens Committee for the Preservation and Beautification of the Fisherman's Wharf Area was formed. Its purpose was to investigate what could be done to eliminate the danger of San Francisco losing what remained of the fishing fleet that had brought worldwide fame to the Wharf area as well as economic prosperity to the varied enterprises which had grown up around it.

That danger still remains -- but through the efforts of the Committee and the cooperation of many, much progress has been made toward reversing the trend and restoring the original purpose and character to Fisherman's Wharf.

The basic problem areas uncovered by the Committee were: (1) the neglect of the fishing industry by the Port; (2) the loss of authenticity brought about by a growth of enterprises having no relation to the original historic character of Fisherman's Wharf; and (3) the lack of coordinated planning for the area.

In studying the problems the Mayor's Committee actively solicited the views of those who earn their livelihood in the area. Not only were the fishermen, fish processors, and area businessmen well represented on the Committee, but this same local population was thoroughly polled by means of oral interviews and written questionnaires. The surveys were designed to elicit their opinions on present conditions and needs, as well as determine specific facts about their operations as regards impact on traffic. A special questionnaire was designed for tenants of "Fish Alley" concerning present use of their area, their needs, and their views on the future development in and around the boat basin. The fishermen were interviewed orally, and their comments recorded on tape.

Throughout the study the Committee made a deliberate effort to meet with all groups, departments and agencies having jurisdiction over or concerned with planning for the area.

The recommendations for a development plan as submitted in this report are based on a planning process that was fundamentally people-oriented.

While there are a number of fishing industry needs, such as long-term leases for the processors and repairs to wharf and pier areas currently in use, the most crucial need for the ultimate preservation of the fishing industry and development of the Fisherman's Wharf harbor is for a protective breakwater. The

Mayor's Committee is pleased that both the BCDC Waterfront Advisory Committee and the Port have adopted the basic concepts of our development plan as the single undisputed alternative for the Fisherman's Wharf area.

Although the first priority of the Committee was preservation of the fishing industry, there was constant thought and consideration to the relationship of the industry sector to the Fisherman's Wharf area as a whole, and to planning needs in that larger area, which stretches from Van Ness to Powell and from Bay Street to the waterfront.

This report represents a year's work by the Committee. It was undertaken and completed at no cost to the City.

Alessandro Baccari
Chairman of the Mayor's Citizens
Committee for the Preservation and
Beautification of the Fisherman's
Wharf Area

MAYOR'S CITIZENS COMMITTEE FOR THE PRESERVATION
AND BEAUTIFICATION OF THE FISHERMAN'S WHARF AREA

Members

Mr. Frank Alioto
Alioto's Restaurant

Mr. Emile Barbara
Past President
Crab Boat Owners Association

Mr. David Brower
President
Friends of the Earth

Mr. Paul Cannizzaro
Fisherman's Wharf Parking

Mr. Mario Ciampi
Architect

Mr. William E. Dauer
Executive Vice President
Greater San Francisco
Chamber of Commerce

Mr. Michael Driscoll
San Francisco Port Commissioner

Mr. Albert D. Elledge
Harbor Tug and Barge Co.

Mr. Nino Geraldi
Fisherman's Grotto

Mr. Andrew Katten
Executive Vice President
Cost Plus Imports

Mr. Karl Kortum
Director
Maritime Museum

Mr. Laurence Lazio
Alioto-Lazio Fish Company

Mr. Warren Lemmon
Manager
Ghirardelli Square

Mr. Leonard Martin
The Cannery

Mr. William E. McDonnell
Tarantino's Restaurant

Mr. Alfred Meyer
President
Oceanic Society

Mr. Frank Pompei
Pompei's Grotto

Mr. William Roth
President
Roth Properties

Mr. Robert Salvarezza
Coast Marine and Industrial Supply

Mr. Frank Taormina
Frank's Fisherman's Supply

Mr. Charles Thielen
President
Fisherman's Wharf Merchants Assn.

Mr. Gary P. Vannelli
San Francisco Port Commissioner

Mr. Alessandro Baccari (Chairman)
Alessandro Baccari and Associates

I. WHY THE COMMITTEE WAS FORMED

When the Mayor's Committee held its first meeting in June 1973, San Francisco stood in very real danger of losing what remained of the magnificent fishing fleet that had brought world-wide fame to its Fisherman's Wharf and economic prosperity to the varied enterprises which had grown up around it.

That danger, the result of neglect of an industry's needs, still remains -- but through the Committee's efforts and the cooperation of many, much progress has been made toward reversing the trend and restoring the original purpose and character to Fisherman's Wharf.

A. Historical Background

From the 1880s until just 10 to 15 years ago, Fisherman's Wharf was the main base for the commercial fishermen who plied the coast from Santa Cruz north to Point Arena, and out beyond the Farallones. The natural harbor was ideally situated, and the city's large Italian colony provided strong family and cultural ties and a continuity of tradition. As a major market and distribution center, San Francisco was also the logical place for the fish processors to be located, and they clustered around the Wharf, where the fish were unloaded.

Many of the processors were retired fishermen, or relatives of fishermen, as were those who operated nearby restaurants and other businesses. At the same time, the bright lights of the city and the convivial atmosphere of old North Beach made San Francisco a favored port of call for the larger tuna clippers and other fishing boats based all up and down the coast.

For the visitor, there was a constant kaleidoscope of activity to be observed, such as could be seen in no other metropolitan area of the country: great loads of fish being lifted in nets from the boats to wharfside, fishermen repairing their nets or swapping stories from boat to boat, the colorful fishing boats up for repair or re-caulking in a waterfront drydock.

While some of this type of scene remains at Fisherman's Wharf, it is far diminished from what it was in the past. The drydock is gone, and the number of commercial fishing boats based at the Wharf has shrunk to a mere handful. The majority

of berth spaces are occupied by pleasure craft and inactive boats, none of which hold any special value for Fisherman's Wharf. At the same time, fewer and fewer boats call at San Francisco from other areas. The reasons for this decline are discussed below.

B. Economic Significance

Despite the loss of much of the earlier color, Fisherman's Wharf remains of great economic value to both the City and the Port of San Francisco. The Wharf has been shown in surveys to be San Francisco's most popular specific attraction for visitors, surpassing such other well-known landmarks as the cable cars, Chinatown, etc. Its value to the City's economy in terms of tourist and convention business is therefore incalculable.

Fisherman's Wharf enterprises contribute important property tax, sales tax, and business license returns to the City, and provide very substantial employment. Those which are situated on Port property contribute 11% of the Port's operating revenue -- much more per square foot than any other portion of the waterfront.

The question to be faced is how long Fisherman's Wharf can maintain its unique economic contribution if the fishing industry is allowed to diminish further or to disappear altogether. While there is a broad range of opinion with regard to San Francisco waterfront planning and development, on one point the Mayor's Committee found unanimous agreement: that the visible presence of the fishing fleet, the fish processors, and the nautical supply houses, in an authentic working atmosphere, is indispensable for the economic viability of all other commercial enterprises in the area, and is what both resident and tourist visitors expect and desire to find at Fisherman's Wharf, without which they would have little interest in visiting the area.

C. Basic Problem Areas

1) Neglect of the Fishing Industry

The reason for San Francisco's fall from prominence as a center for the commercial fishing industry does not lie with any decline in the fish catch (as will be documented elsewhere in this report). Moreover, almost as many boats sail through the Golden Gate as before, but now they dock at Sausalito, Richmond, Oakland, Alameda, and other bay locations to unload their catches, with San Francisco's share being reduced. Still other boats have moved to Ft. Bragg, Eureka, Half Moon Bay, and other coastal ports.

What caused the fishermen to abandon San Francisco was a severe deterioration of facilities and services at Fisherman's Wharf over the past decade or more. Piers were allowed to rot, and instead of being repaired or replaced were removed, section by section. This not only reduced the number of available berth spaces, but it destroyed the breakwater effect of the piers and allowed water swells to sweep into the formerly sheltered harbor.

Over the years there have also been small encroachments on space formerly used by the fishermen. Each of these, such as the expansion of a restaurant or the construction of a new rental storage area by the Port, may not in itself have seemed a major disruption, but cumulatively they have contributed to the erosion of commercial fishing activity at the Wharf.

Meanwhile, other Bay Area and central coast ports have consistently improved their facilities for the fishermen and their boats, and their policy toward the fishing industry has been one of active encouragement and cooperation.

This has not been the case in San Francisco. The facilities offered are the barest minimum, and are often in disrepair. Many key accommodations are completely lacking. And, until very recently, there has been no evidence of official encouragement that would induce present fishermen to remain or those based elsewhere to come here.

2) Loss of Authenticity

The neglect of the fishing industry has been accompanied by a growth of enterprises having no relation to the original historic character of Fisherman's Wharf. While there is ample room for a diversity of enterprises -- restaurants, hotels, shops, offices, etc. -- if the authentic working atmosphere of the fishing industry which attracted these satellite businesses to Fisherman's Wharf in the first place is removed, then the entire scene takes on a "plastic" nature. The presence of pleasure craft in the fishing boat basin only adds to this synthetic aspect.

Preservation of the fishing industry will help to restore a proper balance between the original nautical character of Fisherman's Wharf and the commercial and entertainment elements which have profited therefrom. But to maintain the overall authenticity of atmosphere, it is necessary also to insure a proper blending of the various elements -- to avoid overbuilding and to establish principles of visual and thematic harmony for the area. This has not been done up to now, and it is the reason why the Mayor's Committee was concerned with "beautification" as well as "preservation."

3) Lack of Coordinated Planning

Like the rest of San Francisco's waterfront, Fisherman's Wharf has been the subject of numerous plans and proposals. Most speak of retaining the fishing industry for its value to the atmosphere of the Wharf, but none comes to grips with the problems of the industry or what is needed to keep it in San Francisco.

The City's Northern Waterfront Plan advocates relocating the fish processing activities to a central pier in the harbor, without examining the feasibility or practicality of such a move -- for example, from the point of view of access. The Plan further calls for replacing the present processing area (Fish Alley) with "retail and entertainment" uses.

Various plans of the Port, prepared in recent years, show an emphasis on sport and pleasure boat use of Fisherman's Wharf harbor, with an underlying assumption that the fishing industry is in an overall decline and therefore something of a lost cause -- which the Mayor's Committee found to be definitely not the case. Revenue considerations have also dominated the Port's thinking, often to the detriment of the fishing industry.

These basic attitudes were exemplified by the fact that, at one point, the Port publicly offered up the two blocks of Fish Alley for bids from developers. (There were no takers, possibly due to doubts about legalities and necessary permits.)

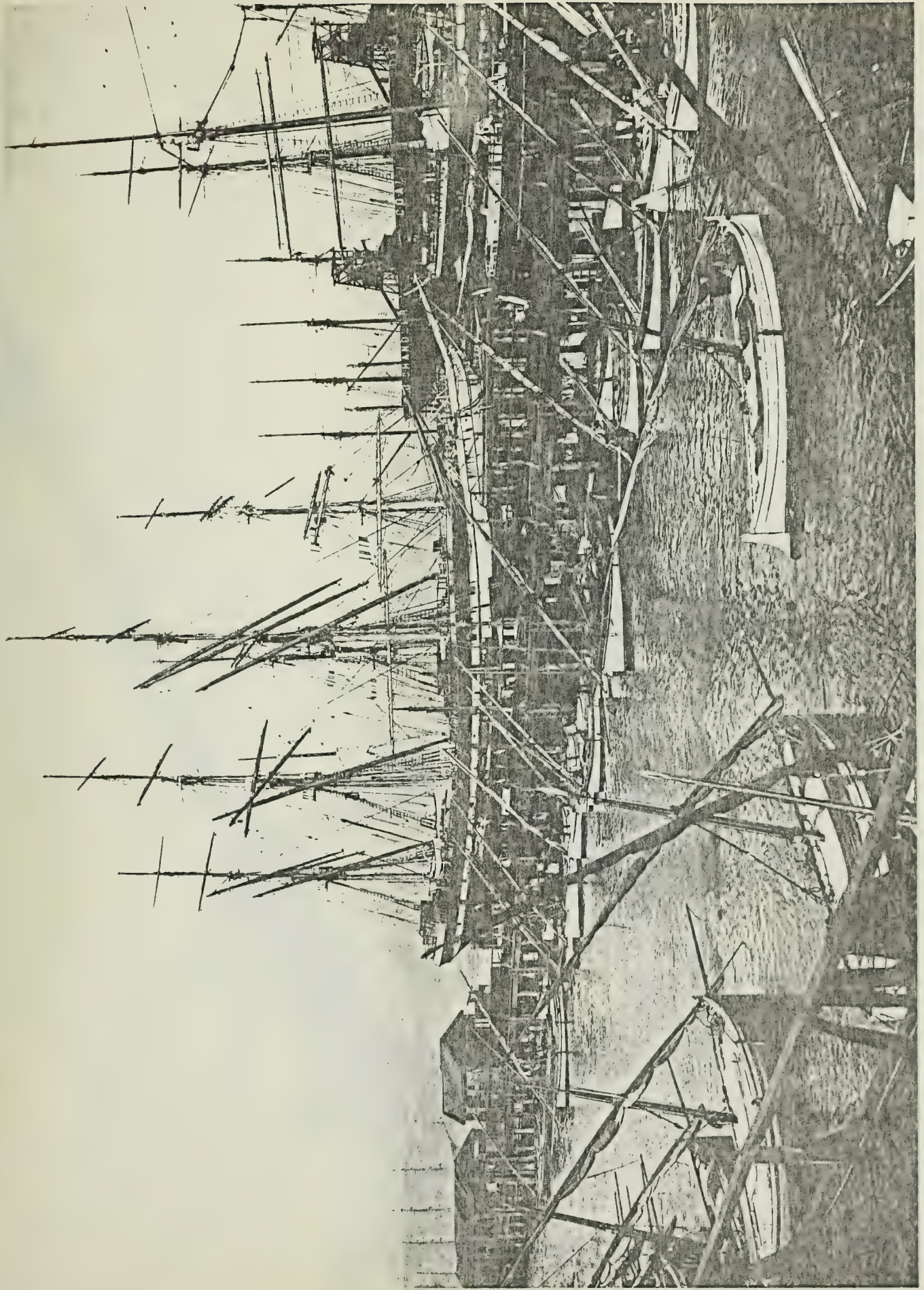
What none of the previous plans have done is to consult the fishermen themselves, and others in the area, for their views on development and preservation of the fishing industry. In contrast, this was the first step taken by the Mayor's Committee.

The Fisherman's Wharf area has also suffered from lack of coordinated planning with regard to transportation, open space, street improvements, building permits, utility service, traffic engineering, and other basic elements. This is largely because of overlapping jurisdictions between the Port, the City, and various agencies involved, as well as the complex nature of the Fisherman's Wharf area itself.

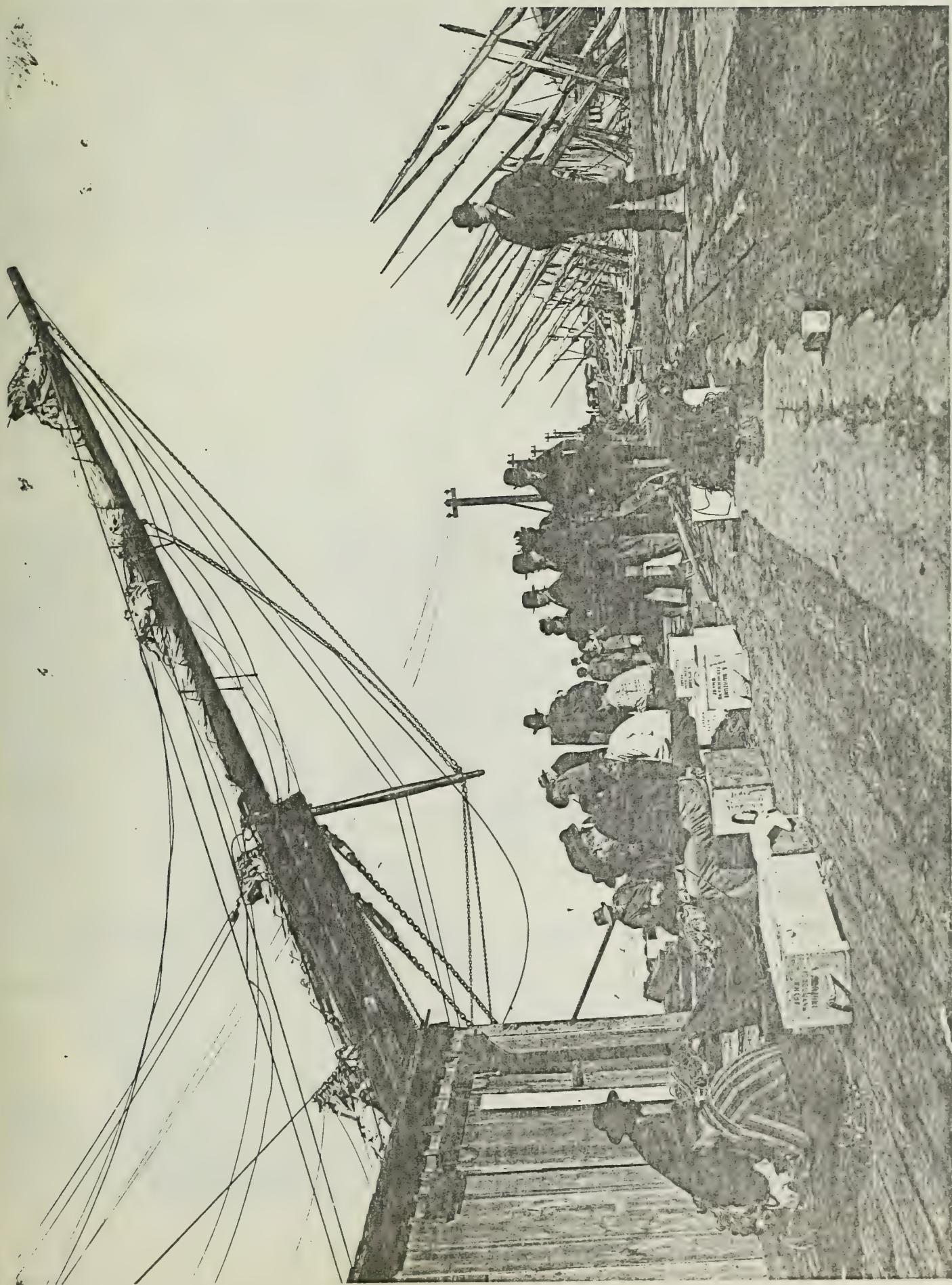
The Mayor's Committee found that city departments sometimes hesitated to intrude on Port territory, while often projects were undertaken without departments or agencies informing each other about the nature of plans or work to be carried out.

This has been a planning obstacle for the Fisherman's Wharf area in the past, but it takes on even greater magnitude when an effort is made to obtain major action, whether for implementation of the Northern Waterfront Plan, linking of the Fisherman's Wharf area with the Golden Gate Promenade Plan and the Golden Gate Recreation Area, or federally-assisted construction of a breakwater.

It was a recognition of all these problems -- and of the importance of Fisherman's Wharf as both a treasured part of the City's heritage and a vital part of its economy -- which led to the formation of the Mayor's Committee for the Preservation and Beautification of the Fisherman's Wharf Area.



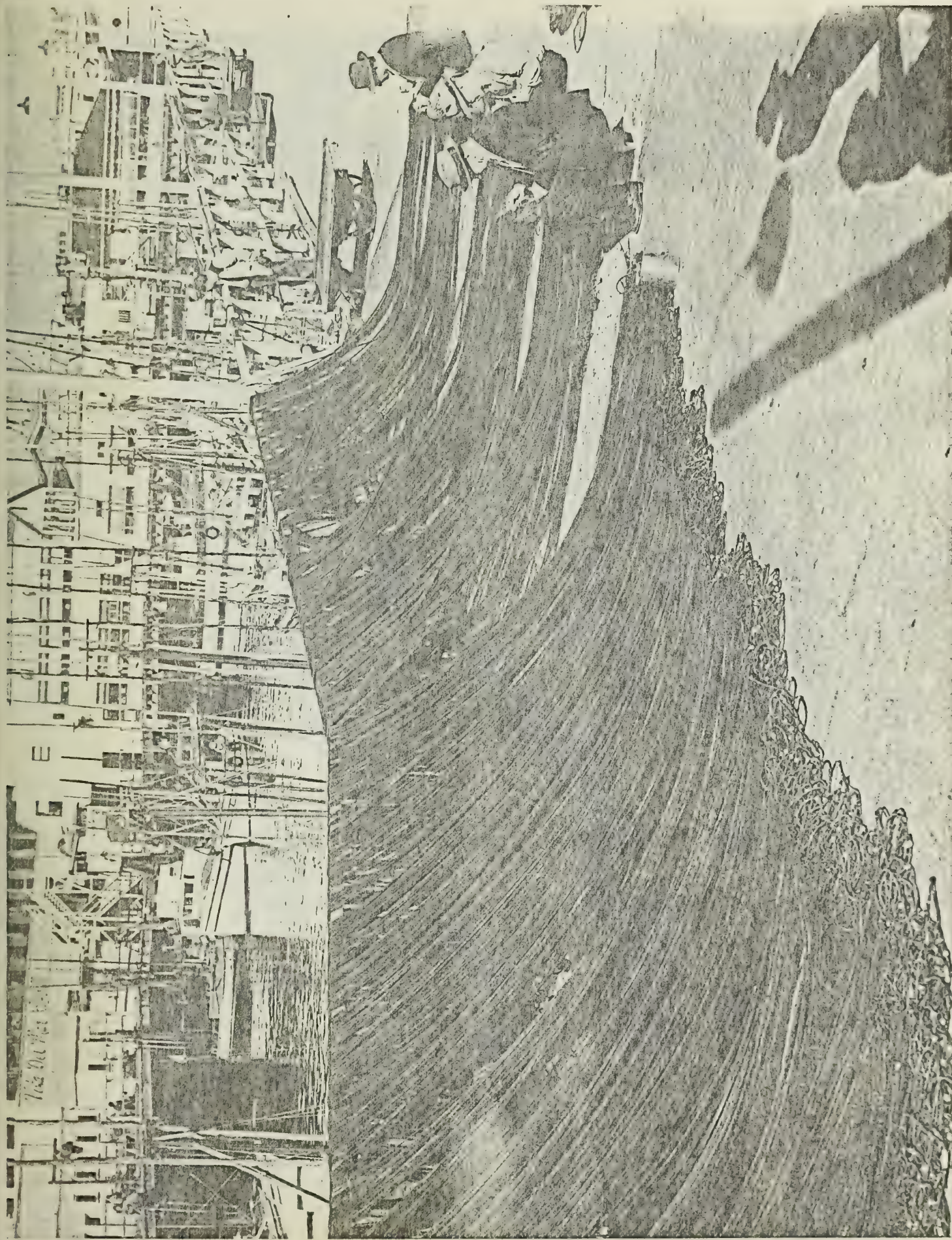
Fisherman's Wharf prior to 1906: Fishing fleet of "Italian feluccas."



Fisherman's Wharf prior to 1906: Fishermen working on nets.



Fisherman's Wharf 1945: Fishing fleet.

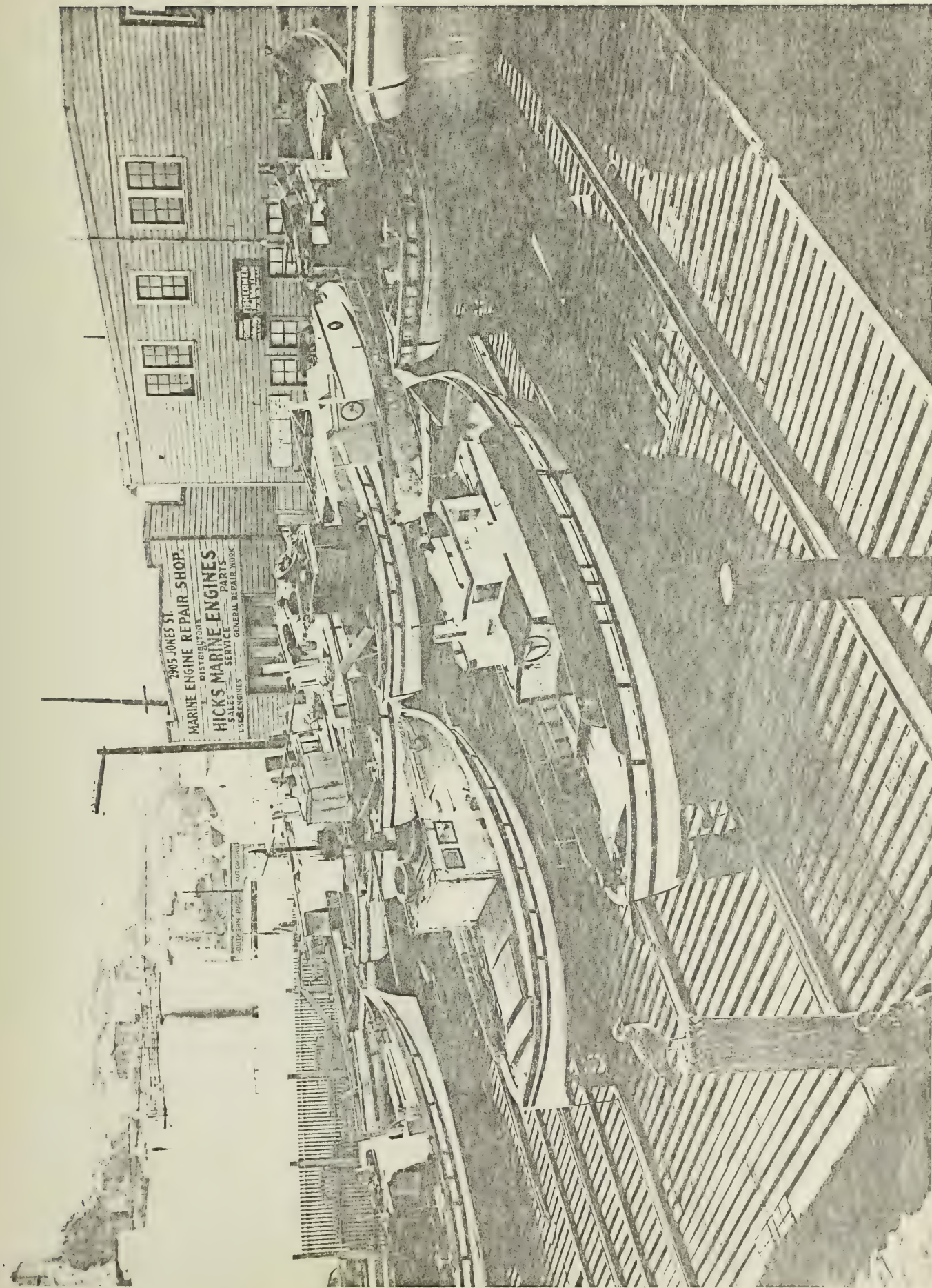


Fisherman's Wharf 1945: Fishermen mending nets.

1945 MAY 1945

1945 MAY 1945

1945 MAY 1945



Fisherman's Wharf 1945: Work ways for repairing the fishing boats (Jones and Jefferson Streets).

II. HOW THE COMMITTEE APPROACHED ITS TASK

A. Definition and Description of Area

While the primary goal of the Mayor's Committee was to preserve the fishing industry, the geographical area to which it directed its attention was by no means limited to the fishing boat basin. One reason for this is that it is impossible to plan for a specific area without considering its surroundings.

However, it was also the basic concept of the Mayor's Committee to work toward planning guidelines for the entire Fisherman's Wharf area, which has a common heritage, forms a natural planning unit, and should have a uniform "look."

This area is bounded on the west by Van Ness Avenue, on the east by Powell Street, on the south by Bay Street, and on the north by the waterfront and bay. Included are such features as Aquatic Park, Ghirardelli Square, The Cannery, The Christian Brothers Wine Museum, Cost Plus, numerous restaurants, and several hotels and motels.

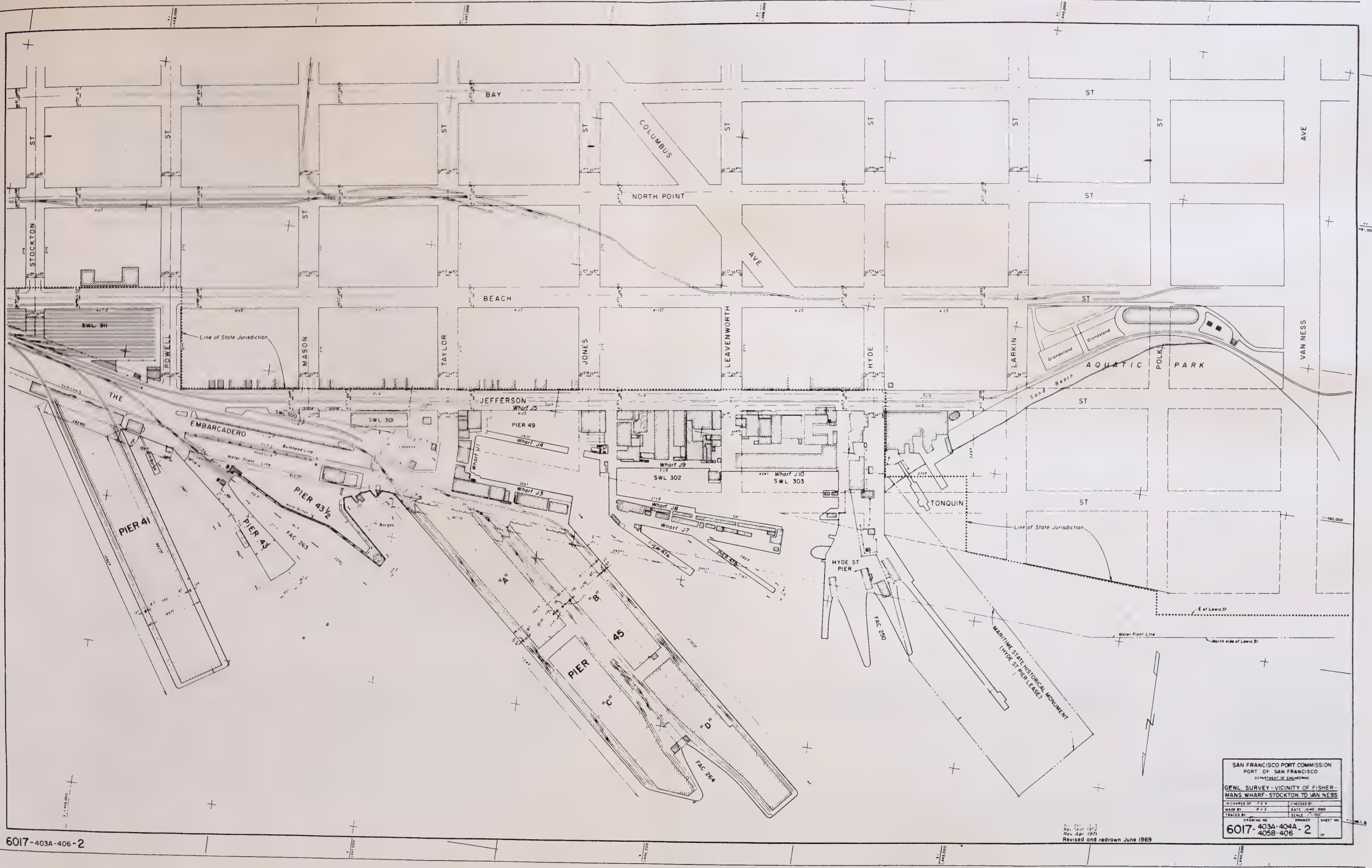
At the heart of the area is the fishing boat basin and the processing area which comprises the two waterfront blocks between Jones and Hyde Streets, known as "Fish Alley." The boat basin lies between two large pier structures -- Hyde Street on the west and Pier 45 on the east. Neither of these piers is used for maritime purposes at present.

The west side of the Hyde Street Pier has been declared a state monument and contains various historical exhibits. The east side has not been used since the Hyde Street Pier ceased to be used as a ferry boat terminus in 1938. It is in complete disrepair and cannot be utilized for any purpose without major rehabilitation.

Pier 45 is a solid structure containing several storage sheds which are leased by the Port. For example, Crown Zellerbach Corporation uses one of these large sheds for storage of newsprint. However, this is generally considered to be only an interim use, and Pier 45 is earmarked for more intensive utilization in most planning studies and proposals for the area.

B. Basic Premises

In its approach to the problems of Fisherman's Wharf, the Mayor's Committee accepted several ideas as basic premises. Among these were the following:



6017-403A-406-2

Revised and redrawn June 1969

SAN FRANCISCO PORT COMMISSION			
PORT OF SAN FRANCISCO			
DEPARTMENT OF ENGINEERING			
GEN'L SURVEY - VICINITY OF FISHER-MANS WHARF - STOCKTON TO VAN NESS			
IN CHARGE OF	P.S.W.	CHECKED BY	
MADE BY	P.S.W.	DATE	JUNE 1969
TRACED BY		SCALE	1" = 100'
DRAWING NO.	6017-403A-404A-2	SHEET NO.	2

1) As with any portion of the San Francisco waterfront (other than those reserved for parks and recreation), first priority should be given to maritime use, and not to real estate values. All of the waterfront has high real estate value -- but if this is to be the primary consideration in determining waterfront uses, then every portion of the waterfront should be so regarded. This is clearly not desirable, and the people of San Francisco have shown their opposition to such an attitude time and again in the recent past, as in the case of the proposed U.S. Steel building and that of the Embarcadero Freeway. Fisherman's Wharf should not be the exception when it comes to maritime priority.

2) The commercial fishing industry is not only a valid and productive maritime use, but it is one which has an honored and historic tradition in San Francisco. The State Harbors and Navigation Code from 1863 up until the past decade called for assignment of a portion of the waterfront "for the sole and exclusive use of the fishermen of the city of San Francisco," such place or places to be "sufficient and adapted for their requirements and necessities, and the premises set apart shall be used only for the legitimate business of the fishermen." It further specified that a "reasonable charge" be made "for use of these facilities." Although this statute became invalid when port jurisdiction was transferred from the State of California to the City of San Francisco, its existence as law for more than a century constitutes a powerful precedent.

3) As the contributor of a basic, wholesome, and highly valued food product, the fishing industry is even more deserving of support and encouragement, especially at a time when food supplies can no longer be taken for granted.

4) The fishing industry is made up primarily of small, independent operators who owe their whole livelihood to fish and the sea and who in most cases are the sons and grandsons of San Francisco fishermen. Individually their earnings are not great, and collectively they lack the resources, organization and personal time to make a strong defense of their rights and interests. Preservation of the industry is therefore all the more a matter for public concern.

5) Beyond its intrinsic worth and right to exist side by side with other maritime endeavors, the fishing industry gives to San Francisco a quality unique among major American cities -- the living presence of a colorful, picturesque and authentic waterfront activity that is carried out in full and convenient view of residents and visitors. This, in turn, has given Fisherman's Wharf its worldwide fame and made it the center of attraction it is today, with incalculable secondary economic benefits both to the surrounding area and to the city as a whole.

C. Surveys of Those in the Area

What makes the work of the Mayor's Committee different from that of others who have offered proposals for the Fisherman's Wharf area is the fact that, for the first time, an effort was made to actively solicit the views of those who earn their livelihood in the area.

Not only were the fishermen, fish processors, and area businessmen well represented on the Committee, but this same local population was thoroughly polled by means of oral interviews and written questionnaires. The surveys were designed to elicit their opinions on present conditions and needs, as well as to determine specific facts about their own operations as regards impact on traffic.

A special questionnaire was designed for tenants of Fish Alley concerning present use of their area, their needs, and their views on future development in and around the boat basin. The fishermen themselves were interviewed orally, and their comments recorded on tape.

The results of these surveys are summarized in an appendix to this report and constitute a fundamental part of the findings and recommendations of the Mayor's Committee.

D. Involvement of All Groups and Agencies

Throughout the period of its study, the Mayor's Committee made a deliberate effort to meet with all groups, departments and agencies having jurisdiction over or concerned with planning for the Fisherman's Wharf area. Representatives of such organizations appeared as guest speakers before the Committee, and met for discussions apart from the regular Committee meetings.

Special presentations were made to BCDC's Waterfront Advisory Committee, the San Francisco Planning Department, the San Francisco Planning and Urban Renewal Association (SPUR), the California Senate Select Committee on Maritime Industry, the State Department of Navigation and Ocean Development, the San Francisco Public Utilities Commission, the San Francisco Convention and Visitors Bureau, and the League of Women Voters.

There was particularly close coordination and cooperation with the Port of San Francisco on various matters and with the Army Corps of Engineers on the subject of the breakwater.

The basic philosophy of the Mayor's Committee in this regard was not to prepare an independent study and reveal its results only after completion, but rather to initiate necessary action while the study was still in progress. This entailed keeping pertinent organizations informed at every stage.

Also informed on a regular basis were members of the Board of Supervisors, Port Commissioners, and the Chief Administrative Officer of San Francisco.

The following is a list of those organizations with which the Mayor's Committee met and exchanged views and information during the course of its study:

- Port of San Francisco
- Bay Conservation and Development Commission (BCDC)
- BCDC Waterfront Advisory Committee
- U.S. Army Corps of Engineers
- U.S. Environmental Protection Agency
- U.S. Fish & Wildlife Service
- Calif. Department of Fish & Game
- Calif. Department of Navigation and Ocean Development
- Calif. Regional Water Quality Control Board
- Calif. Senate Select Committee on Maritime Industry
- S.F. Planning Department
- S.F. Department of Public Works
- S.F. Public Utilities Commission (Municipal Railway)
- S.F. Planning and Urban Renewal Association (SPUR)
- S.F. Convention and Visitors Bureau
- S.F. Council of District Merchants
- Mayor's Port Committee
- Citizens Waterfront Committee
- League of Women Voters
- Fisherman's Wharf Merchants Association
- Telegraph Hill Neighborhood Association
- Russian Hill Improvement Association
- University of California Dept. of Environmental Design

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SAN FRANCISCO CONVENTION & VISITORS BUREAU • FOX PLAZA, SAN FRANCISCO, CA 94102 • (415) 626-5500 • CABLE: SF CVB

February 8, 1974

Mr. Alessandro Baccari, Chairman
Mayor's Citizens Committee for the
Preservation and Beautification of the
Fisherman's Wharf Area
c/o 319 Pacific Avenue
San Francisco, California 94111

Dear Mr. Baccari:

I am very grateful for the time you spent with some of our Bureau officers and staff to bring us up to date on the work being done by the Mayor's Committee for Fisherman's Wharf.

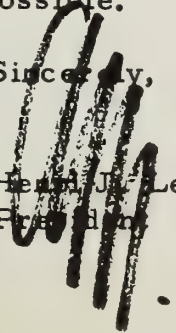
At the last meeting of our Executive Committee we discussed your Committee's plans and the positive effects they can have upon our very important visitor industry.

Recognizing the importance of the Fisherman's Wharf area as one of the City's major visitor attractions, the San Francisco Convention & Visitors Bureau supports the work of the Mayor's Citizens Committee for the Preservation and Beautification of the Fisherman's Wharf Area and stands ready to endorse any of its recommendations which will:

- 1) enhance and increase the working fishing industry environment that created the area's initial popularity with visitors.
- 2) create and maintain a high standard for business and development in order to insure a quality experience for all visitors to the Wharf area.

We trust you will keep us informed of your progress and look forward to assisting your efforts where possible.

Sincerely,


Henri J. Lewin
President

cc: Mr. R. J. Sullivan

III. STATUS OF THE FISHING INDUSTRY

A. Outlook For Fisheries

There has been much publicity to the effect that Fisherman's Wharf is in a state of decline because of the disappearance of the crab (i.e., the species known as "market crab," which has been symbolic of Fisherman's Wharf for many years). This is a crucial issue, because it would be foolish to press for a restoration of the fishing industry if there is nothing for the fishermen to catch.

The Mayor's Committee therefore went to the California Department of Fish and Game for an up-to-date report on the status and outlook for crab and other species in the San Francisco area. Marine biologist Tom Jow of the Department's Marine Resources Laboratory in Menlo Park addressed a meeting of the Mayor's Committee, and reports were obtained from both him and associate marine biologist Walter A. Dahlstrom, whose specialty is the crab.

Two key points emerged from these reports, completely refuting the popular conception of a dying fishing industry. One is that fish landings at San Francisco have more than doubled in the past five years, with a steady increase shown for each year. This of course takes in all species -- salmon, sole, sandab, butterfish, halibut, turbot, and all others -- which is a good indication that Fisherman's Wharf by no means lives or dies by the crab.

The figures are as follows:

FISH LANDINGS AT SAN FRANCISCO

<u>Year</u>	<u>Pounds</u>	<u>Dollar Value</u>
1968	3,682,704	\$ 574,783
1969	3,401,143	645,471
1970	4,529,068	741,946
1971	6,327,878	976,063
1972	8,145,789	1,303,843
Jan.-Oct. 1973	6,998,392	(not available)

Source: California Fish and Game Dept.

To: Recipients of Fisherman's Wharf Report

From: Alessandro Baccari, Chairman
Mayor's Citizens Committee for the Preservation and
Beautification of the Fisherman's Wharf Area

Date: August 8, 1974

In Section III of our Fisherman's Wharf report there is a table showing San Francisco fish landings from 1968 through October 1973.

We now have, from the State Fish and Game Department, the final figure for the full year 1973, which is 8,907,965 pounds.

This is a nine percent increase over the previous year, and continues the five-year trend of an increase every year. In 1969 the catch was 3,401,143 pounds.

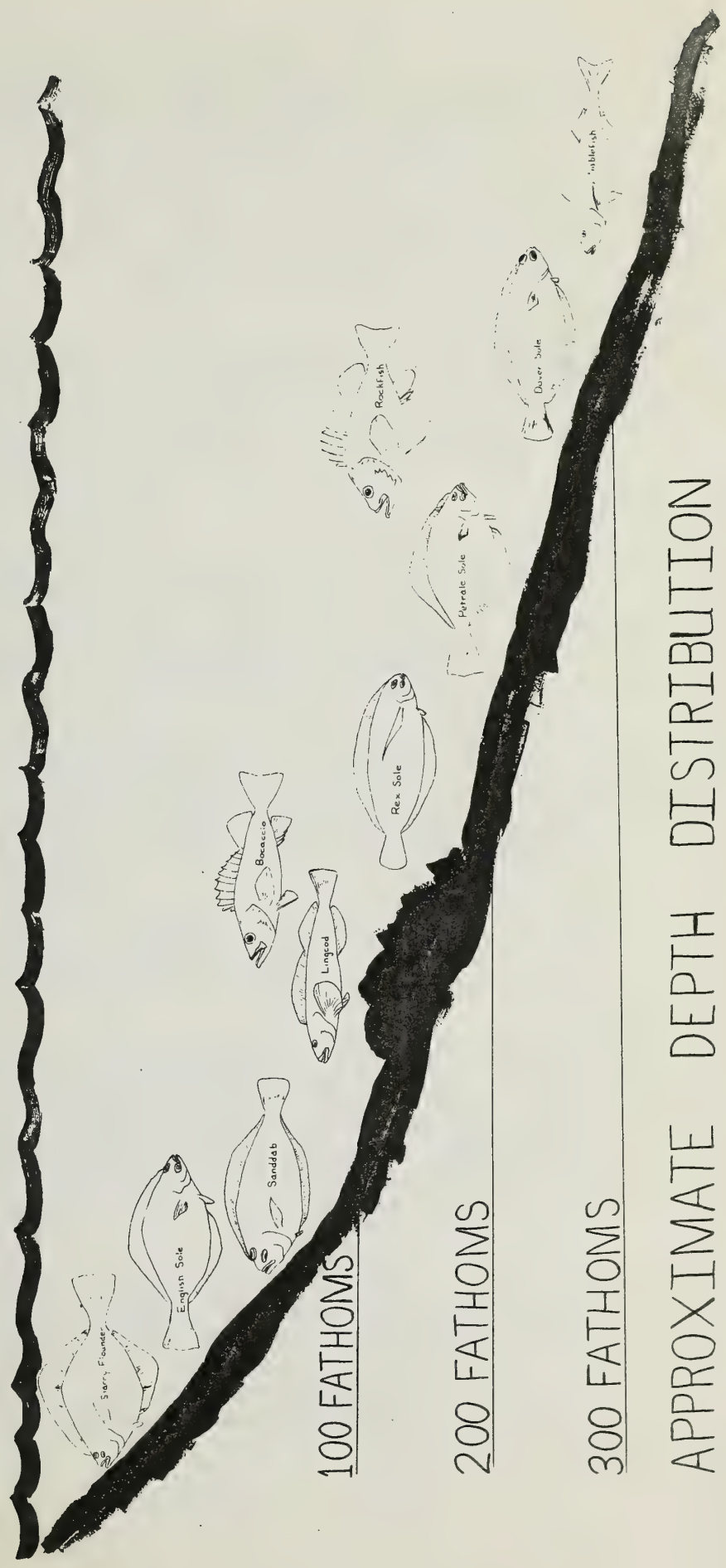
The latest figure thus refutes again the common notion that disappearance of fish is responsible for decline of fishing industry activities at the Wharf.

You may wish to add the 1973 poundage to the table in your copy of the report.

AB:yj



TRAWL FISHING — MAJOR SPECIES



100 FATHOMS

200 FATHOMS

300 FATHOMS

APPROXIMATE DEPTH DISTRIBUTION

The other important finding is that, while crab may now be at a low point (actually, the "low point" is 290,000 pounds for the 1972-73 season), there are good indications of a comeback. Mr. Dahlstrom reports: "Research cruises and sampling aboard commercial vessels off San Francisco and also from fishing in San Pablo Bay have indicated fairly strong 1971 and 1973 year classes of crabs. The 1971 year class is now entering the current fishery, and most of the 1973 year class will not reach harvestable size until the 1975-76 season.

"The fishery has not returned to its former levels of abundance during the period of the late forties to 1960, but the potential appears to be there. Examination of the female crabs reveal that most are egg-bearing and capable of releasing one to two million larvae each. Our cruise data and sampling from commercial vessels indicate a good supply of females. These are protected by our regulations."

The marine biologist adds, "Better water quality in San Francisco Bay and the surrounding ocean could enhance larval and juvenile survival up to a point where former levels of abundance could be realized." Since several agencies are working toward improvement of water quality, the Mayor's Committee finds definite encouragement in this statement.

Outlook for bottomfish is similarly encouraging. According to Tom Jow, "Bottomfish resources available to San Francisco fishermen are in good condition. Stable landings can be expected for most species. Potentials for increase exist for some of the traditionally used species, as well as species not now utilized on a large scale."

In addition to the statistical data furnished by the State Fish and Game Department, the fishermen themselves were consulted, and they reaffirmed the favorable conditions.

Of particular interest was the following fact, uncovered in conversations with fish companies operating primarily out of Eureka. During the winter months (November through March), it is difficult if not impossible for boats to fish the northern waters, due to the frequency of storms in the area. The boats based in Eureka and other northern ports therefore station themselves off San Francisco, and do their fishing in these waters.

This has a double significance for Fisherman's Wharf: it again demonstrates the existence of fish in this area, and it points up the need for adequate shore facilities to accommodate these and other visiting boats, which often put in at San Francisco to unload their catch or have repairs done, thereby contributing to the local economy as well as enhancing the nautical atmosphere.

In view of the above documentation, it is clear to the Mayor's Committee that any decline of Fisherman's Wharf has not been due to scarcity of fish -- and furthermore that the favorable outlook gives added strength to the case for improved facilities at Fisherman's Wharf.

B. Needs of the Fishermen

The fishermen who berth their boats at Fisherman's Wharf, and those who dock there occasionally from other areas, are unanimous in one regard. This is that San Francisco offers the worst facilities of any port on the coast for commercial fishermen.

In countless interviews with the fishermen, documented on tape recordings, the Mayor's Committee found the physical conditions at Fisherman's Wharf to be the main reason so many commercial fishermen have fled San Francisco, or have avoided coming here.

To provide the necessary protection, a breakwater is needed, and the fishermen have been pleading for this for more than 20 years. In 1966, the Port of San Francisco formally requested an Army Corps of Engineers study for a breakwater, but following the initial hearing little was done to advance the project, since no clearcut development plan was presented.

This was the situation at the time of formation of the Mayor's Committee. Realization of this much-needed project therefore became a key goal of the Committee. Meetings were held with Corps representatives as well as with the Port on this subject, and the fishermen and processors were asked their views on the type of breakwater needed and the type of development that should accompany it.

These views were conveyed to the Port, which has now drawn up a plan that places full emphasis on preserving the fishing industry. This, in turn, has been submitted to the Corps of Engineers, and the project is moving ahead at maximum speed.

This is in spite of the fact that Fisherman's Wharf has a number of intrinsic advantages, according to the fishermen. Many of them, for example, have roots in nearby North Beach. They would prefer to make San Francisco their base to be near friends, family and the active social life of the city.

Another advantage is the closeness of Fisherman's Wharf to the Golden Gate in comparison with ports further inland such as Oakland, Alameda, and Richmond, where many former

San Francisco fishermen now keep their boats. From Fisherman's Wharf, travel time to the open ocean is an hour less, and the fishermen state that they can survey weather conditions much more easily from this side of the Bay.

Thus, although many have left, there is still a strong core of those who remain, and others who are now based elsewhere but because of family ties or other reasons would like to move to Fisherman's Wharf despite the present poor conditions.

Probably the most fundamental problem at Fisherman's Wharf is that of the surge which causes frequent damage to boats in the inner harbor and makes the outer harbor unusable for permanent berthing.

In the meantime, however, there is much that needs to be done to bring existing conditions at Fisherman's Wharf up to the standard of other ports up and down the coast. Discussions with the fishermen and firsthand observation by the Mayor's Committee reveal the following problem areas:

Wharves and Piers

Much of the wharf and pier area in and around Fisherman's Wharf harbor is in a deteriorated state. Rotted portions have been removed and not replaced; pilings are missing; sections needing repair are fenced off, thus removing them from daily use; and boats are not adequately protected against contact damage.

Storage Lockers

A basic need of fishermen anywhere is for a place to stow their extra gear, bait and other supplies while at sea or ashore. At Fisherman's Wharf, this has been provided by rows of wooden lockers formerly made available to the fishermen as a courtesy of the gasoline companies and other sponsors but more recently taken over by the Port and rented to the fishermen for a nominal amount per month.

While these lockers have in the past served the purpose, their condition has become more and more dilapidated, with little or no maintenance being performed on them. Moreover, a large section of them were scheduled to be removed to permit expansion of Scoma's restaurant.

Sanitary Facilities

While other ports provide such amenities for the fishermen as hot showers, automatic laundries, and rest areas, the only comfort facilities offered at Fisherman's Wharf are two portable toilets, both of which are in deplorable condition.

Utilities

Fresh water and electricity outlets are needed by the fishermen to allow them to scrub down their boats and equipment and to make repairs using power tools while the boat is docked in its berth. At Fisherman's Wharf, only about half the berth spaces have nearby outlets, and most of these are in the lagoon where pleasure craft and sport fishing boats outnumber the commercial fishing vessels.

Security

Boats at Fisherman's Wharf are frequently robbed, the thieves making away with expensive electronic equipment, sea stores and other valuables. In contrast, other ports provide a locked gate to the area and 24-hour watchmen.

Access

Wharfside areas formerly used by the fishermen for loading and unloading gear and supplies from their cars have been eliminated by the Port in order to erect additional revenue-producing structures such as storage sheds. Again, ports such as Monterey and Ft. Bragg provide ample vehicle access, as well as floating docks that enable the men to step directly onto their boats, in contrast to the hazardous ladders found at Fisherman's Wharf.

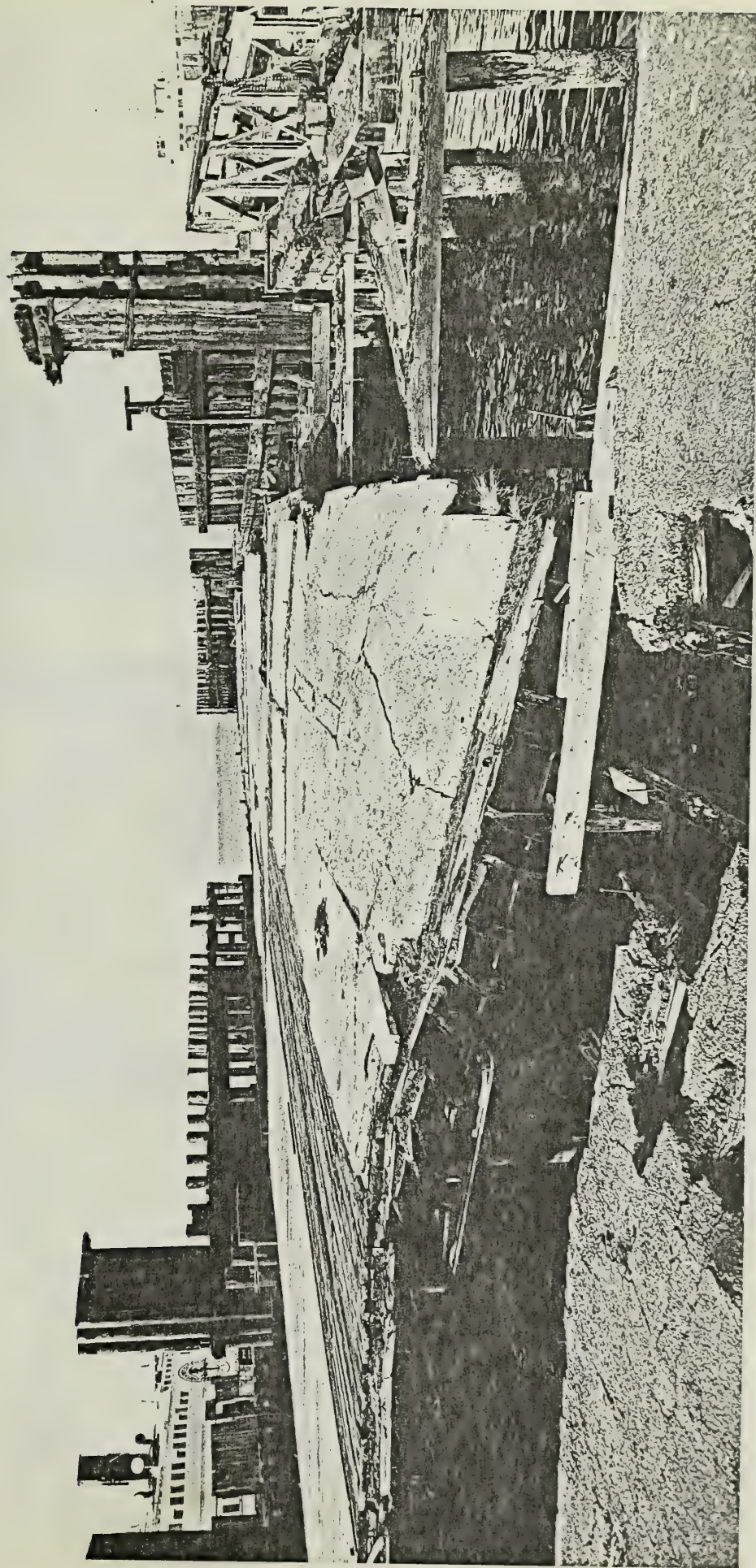
Berth Spaces

As mentioned above, there are fishermen now based elsewhere who despite the existing conditions would like to make Fisherman's Wharf their home port. They are unable to do so because of a lack of available berth spaces -- yet of 161 boats docked at Fisherman's Wharf, only 35 are active commercial fishing vessels. The remainder are pleasure craft, party or sport fishing boats, and so-called "dead boats" -- those which seldom if ever venture from port.

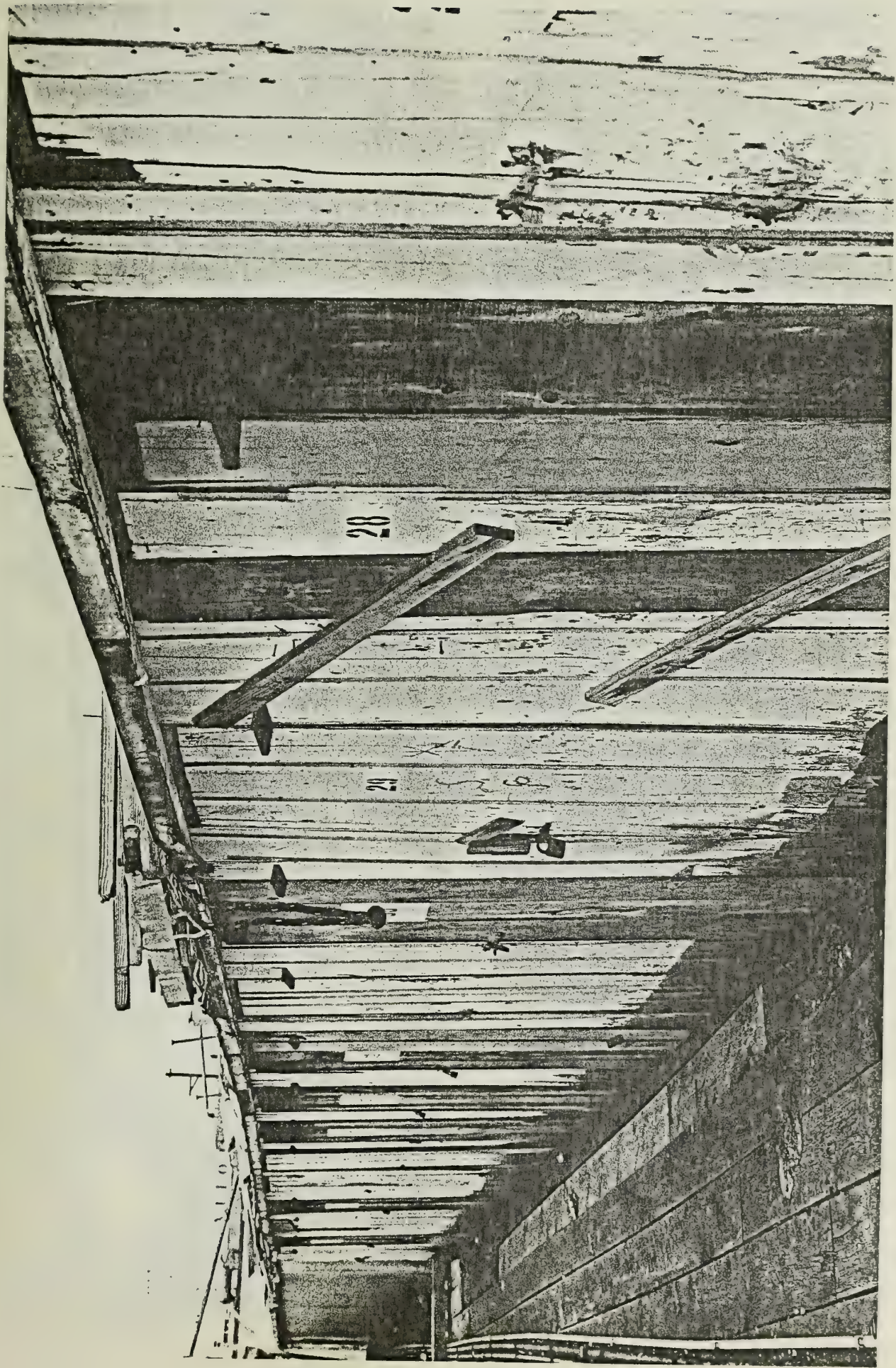
From several sources, the Mayor's Committee learned that this situation arose from the unofficial practice of buying and selling berth spaces, wherein the original lessee will allow another to inherit his space for a price. Consequently, a legitimate commercial fisherman faces an additional obstacle should he wish to locate at Fisherman's Wharf.

Comments and Recommendations

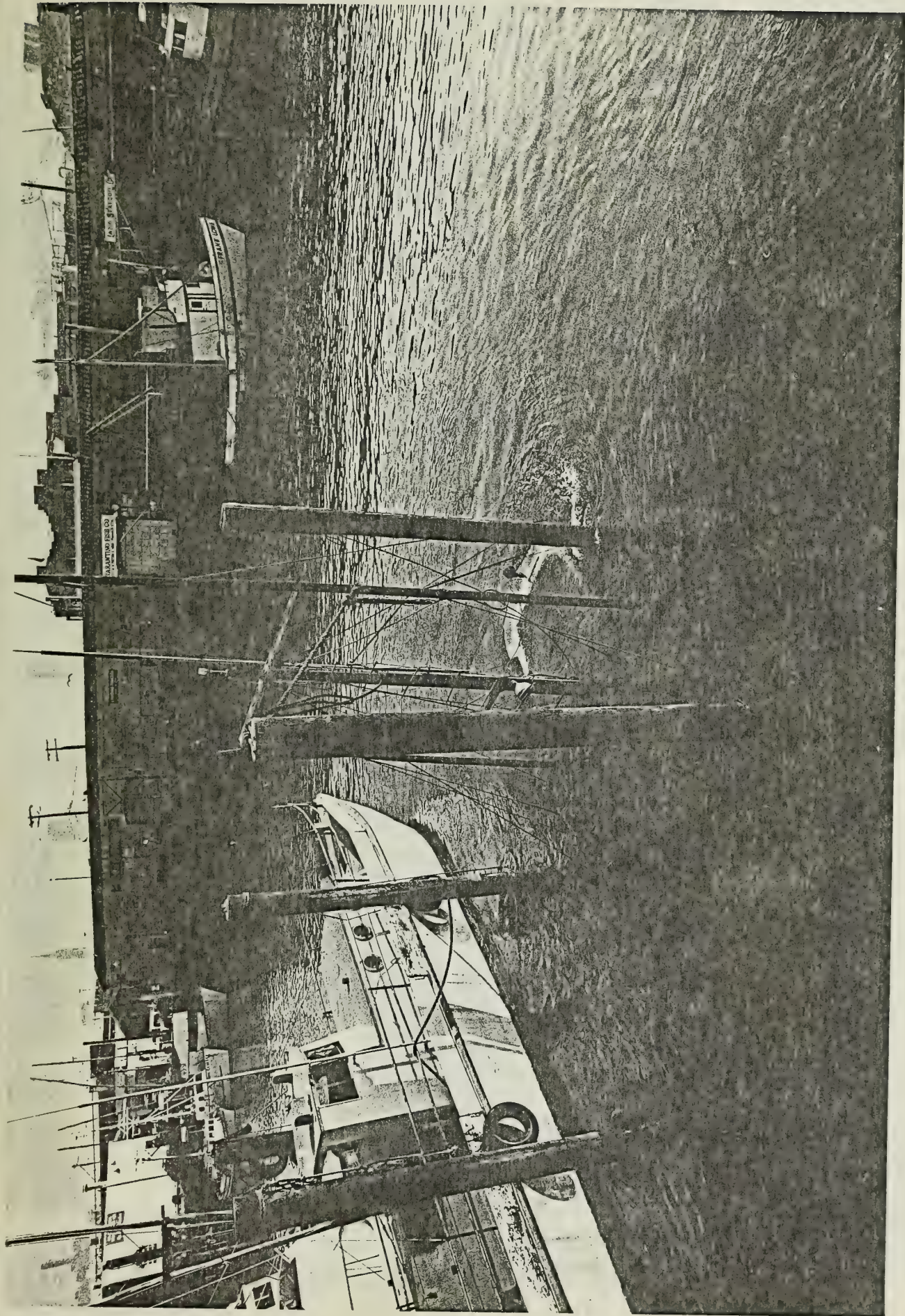
While the breakwater and related development will make possible greatly expanded mooring, processing, and other facilities,



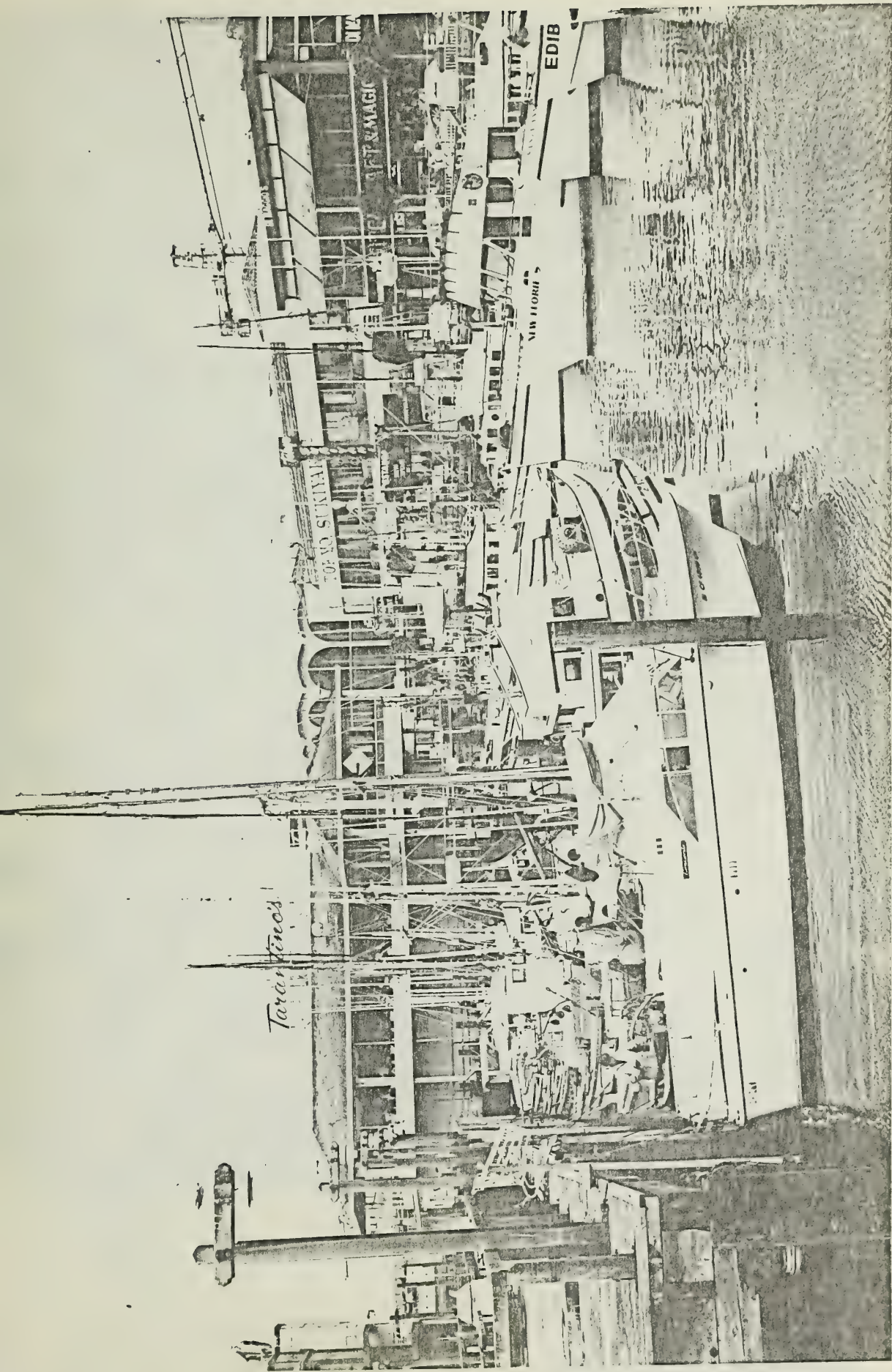
The condition of the Hyde Street Pier which marks the entrance to the Fisherman's Wharf lagoon.



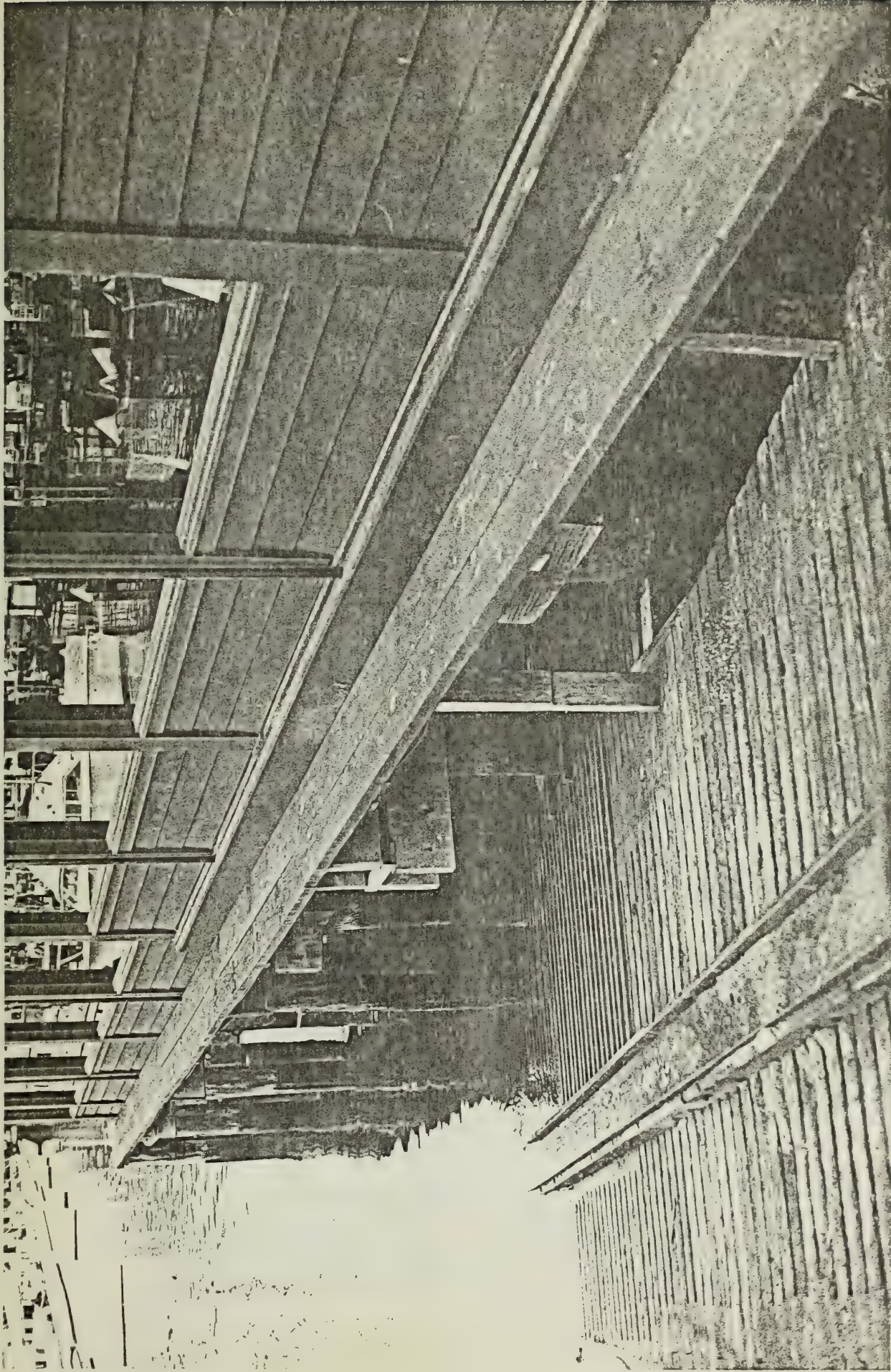
The condition of the fishermen's storage lockers has become more and more dilapidated with little or no maintenance being performed on them.



As a result of heavy surge, this fishing boat named "The Salmon" sank in the Fisherman's Wharf lagoon during February of 1974.



Berthing spaces which should have gone to commercial fishing boats are occupied by private pleasure craft.



Of original work ways, only three remain, and two are unusable because of closeness to buildings.

the Mayor's Committee considers it vital that immediate action be taken to remedy existing deficiencies at Fisherman's Wharf.

Since responsibility for such action rests with the Port of San Francisco, the Committee approached the Port on both the matter of bringing the present facilities up to standard and that of berth allocation policy. Specifically, the Committee asked the Port for an estimate of the cost of repairing or upgrading the existing wharf structures, utility service, sanitary facilities, storage lockers, etc., so that this information could be included in the present report.

In a letter of reply, the Port stated, "We do not have the time or the manpower to create that study at this time." However, the Port forwarded a copy of a similar cost study it had carried out on behalf of the sport fishing boat owners, involving expansion of the berthing facilities for party boats, along with electrical and water service, construction of public toilets, etc.

The study dealt with the Fisherman's Wharf inner harbor, and if carried out would further reduce the number of berths available to commercial fishermen while providing nothing of benefit to them. This exchange is cited here as an example of the Port's past tendency to think in terms other than the commercial fishing industry when considering improvements to Fisherman's Wharf.

Nevertheless, since the formation of the Mayor's Committee and its establishment of a continuing dialogue with the Port on behalf of the commercial fishermen, there has been an encouraging show of support and cooperation on the part of the Port. With regard to berthing, Port Director Miriam Wolff issued a memorandum clearly stating a policy of first priority for commercial fishing vessels (followed by sport fishing boats and, only then, pleasure craft and others).

With regard to maintenance improvements, the Mayor's Committee has received another memorandum from the Port stating that repairs to wharf and sea wall structures valued at \$69,000 have been scheduled.

Finally, in a letter to the Mayor's Committee, Port Commercial Property Developer John Williams has expressed complete agreement with the Committee's objectives and has promised full cooperation toward keeping the "fish" in Fisherman's Wharf.

The Mayor's Committee finds this new spirit of cooperation on the part of the Port to be most gratifying and encouraging. The important thing now is to maintain a continuing dialogue between the fishing industry and the Port administrators, so that the necessary improvements can be carried out smoothly and quickly.

Memorandum

To : Paul Hartman

Date : December 11, 1973

File No.:

From : Miriam E. Wolff

Subject: Dockage Policy at Fisherman's Wharf

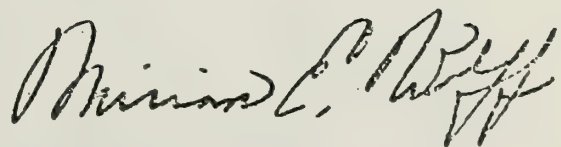
The Port Commission over the years has been zealous in its endeavor to protect the commercial fishermen at Fisherman's Wharf. It has come to my attention that from time to time fishermen have attempted to get space in the lagoon but have found space to be already occupied by others on docking permits. It is not our policy, nor do I propose to interrupt docking privileges for boats already in the lagoon, but it is consistent with the policy of the Commission to give preference to a commercial fisherman whenever a vacancy exists.

Mr. Baccari advises me that recently a white Chaiscraft apparently secured a berthing permit in the lagoon, while commercial fishermen residing in San Francisco have, in turn, advised him they have been unable to secure space in the lagoon and are forced to go to other fishing havens.

In order that there may be no confusion, I wish to state the policy clearly and request that you do whatever is necessary to implement it. The policy so stated, in short, is this: Whenever there is a vacancy in the fishing lagoon at Fisherman's Wharf, the first order or priority for filling the vacancy shall be first, a small commercial fisherman, second, a party boat vessel. Only when the two above categories are exhausted shall space be let to a boat owner in other than those categories.

To implement this policy, the wharfingers should keep a roster of those fishermen desiring space in the lagoon.

MEW:kh

cc: Alessandro Baccari
John Williams

PORT OF
FERRY BUILDING



CITY OF SAN FRANCISCO • JOSEPH L. ALIOTO, MAYOR
SAN FRANCISCO
SAN FRANCISCO, CALIFORNIA 94111 • TEL.: (415) 391-8000

April 26, 1974

Mr. Alessandro Baccari, Chairman
Mayor's Committee for the Preservation
and Beautification of Fishermans Wharf
319 Pacific Avenue
San Francisco, California 94111

Dear Mr. Baccari:

Most of us here at the Port are looking forward to the publication of the committee's report. I have enjoyed working with your committee during the last six months. After the report has been received by the Mayor, I hope you will make a full presentation to the Port Commission. I am confident that the objectives of the report in maintaining the historical character of the fish industry at Fishermans Wharf can be achieved.

We all recognize that a breakwater is one of the basic improvements required to expand fishing activities in the area. It is my hope that the interest generated by your committee will not be put aside with the publication of the report, but can be used to assist in the improvement process. Because of the great costs involved, we must try to secure Federal and State financial assistance; therefore, continued citizen involvement and help is most important.

The work of your committee has shown a renewed interest on behalf of commercial fishing boats wishing to be based in San Francisco. You have also shown that commercial traffic does not conflict with the peak hour, peak day, peak seasonal traffic congestion at the Wharf. Most importantly, the committee has furthered communications between all interested parties--public and private.

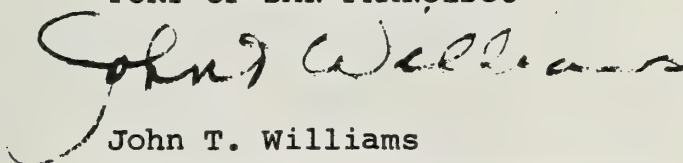
Al, my dream for the area is to create an activity that, when San Franciscans think of fish in any form, they automatically go to Fishermans Wharf.

I am currently working with legal counsel for the association of fish processors and others related to the industry to establish the terms and conditions of lease agreements to bring about the development of the area.

The Mayor is to be commended for appointing a committee representing the neighborhood interests, and the committee is to be commended for involving the larger community in it's program. I am confident that by working together, the Port will be able to keep the "fish" in Fishermans Wharf.

Sincerely yours,

PORT OF SAN FRANCISCO

A handwritten signature in dark ink, appearing to read "John T. Williams". The signature is fluid and cursive, with a large initial "J" and "W".

John T. Williams
Commercial Property Developer

JTW:mc

The Committee is therefore recommending formation of a on-going advisory committee made up of fishermen, processors and others concerned with preservation of the fishing industry to work with the Port on maintenance and development plans, and to aid in screening applications for berth spaces to insure that first consideration is given to bona fide commercial fishermen.

C. Needs of the Processors

The needs of the fish processors and fishing equipment suppliers coincide to a large extent with those of the fishermen, inasmuch as they depend upon the presence of the boats for their own businesses. Beyond this, their principal need concerns the premises they occupy in Fish Alley, which is Port property.

At present, the Fish Alley tenants have no lease agreements. They pay rent on a month-to-month basis and can be evicted on 30 days' notice. The insecurity of such a situation gives these enterprises little incentive to improve their premises, although all would like to do so. In addition to general refurbishing, new and more efficient fixtures and equipment, etc., many have indicated that, with long-term leases, they would also be willing to install special facilities for the fishermen, such as showers and lockers, in the absence of public facilities of this kind.

With completion of the proposed breakwater, there will be a need for increased processing capacity to handle the larger volume of fish brought in by more boats. Most of the present processors have indicated a willingness to expand their operations if added space is provided for them at that time.

Meanwhile, little has been done by the Port to maintain these properties. Most of the buildings are in need of painting or repair, and the wharves and piers are badly deteriorated.

With the encouragement of the Mayor's Committee, the Fish Alley tenants have retained legal counsel and are currently engaged in negotiations with the Port for long-term leases. The negotiations, through the office of Port Commercial Property Developer John Williams, are said to be proceeding favorably, and the Port has scheduled repairs to Wharf J-9 (the waterfront side of Fish Alley).

WILLIAM E. VAUGHAN
LAWYER
440 PACIFIC AVENUE
SAN FRANCISCO, CALIFORNIA 94133
TELEPHONE 398-5440

CABLE ADDRESS:
VACO

December 21, 1973

TO: The Mayor's Committee

Re: Fisherman's Historical Preservation
League - Proposed Lease

Background

Fisherman's Wharf is internationally recognized as a unique tourist attraction peculiar to San Francisco, however, its very reason for being, commercial fishing and its attendant services, have been sadly neglected. Facilities at the Wharf are substandard causing many Fishermen to move elsewhere.

The Crab Fleet has declined to a handful of boats. For example, furthermore, we understand that Richmond has offered to build new facilities and an attractive rental rate to attract commercial fishing while the new facilities at Half Moon Bay are attracting many fishermen to that area.

Soon San Francisco may find itself without any commercial Fishermen and without commercial fishing, the Wharf will become a static stage setting devoid of any real character. If this is allowed to happen through either design or neglect, San Francisco will have lost one of its prime assets.

The Fisherman's Wharf Historical Preservation League was formed by a group of businessmen on Jefferson "Fish Alley", to reverse the area's deterioration into a plastic imitation of what life used to be at the Wharf. Their objective is to preserve and foster commercial fishing at the Wharf and to preserve the historical character of the area. Among the members of the League are many of the pioneer firms at the Wharf. Many of our members are sons and grandsons of the Wharf pioneers who upon arrival in this Country promptly set out to sea to utilize their old world skills to wrest a living from the often harsh and brutal environment of their new fishing grounds.

Because of their energy and industry it was a good living, and they, in turn, contributed to the community far beyond their numbers. The League hopes to insure that their descendants and others can pursue their picturesque calling so long as there are boats to sail and seas to fish. San Francisco would not be San Francisco without Fisherman's Wharf and Fisherman's Wharf would not be Fisherman's Wharf without the Fishermen.

Our Objective - Leasehold Security

It is a little known fact that the merchants of Jefferson Street "Fish Alley" are all tenants "at will" of the Port of San Francisco. This Legal Term means that they may be dispossessed of their premises at the whim of the Port upon thirty days notice at any time. We are told that this could not happen, however, the uneasy fact remains that it is possible for some outsider with a slick presentation and ample money to secure a lease covering the entire area. While such an approach may be successful in capturing short-term profits, the League is convinced that the continued success of the Wharf rests solely upon the maintenance of its unique character and authenticity. Moreover, those who have contributed so much to the well being of the Wharf and, in a larger sense, to San Francisco certainly deserve better security than they now have. Their intent is not to make unreasonable demands but merely to be assured legally that their presence at the Wharf will be continued. Thus, it is imperative that the merchants of "Fish Alley" be granted equitable leases. They, too, have a right to share in the future of the City they have served so well in the past.

Summary of Proposed Lease Provisions

The Port of San Francisco is now leasing portions of the Wharf under a sixty-six year lease. We have received a copy and have analyzed its provisions. Many, but not all, provisions should be modified to ensure fairness. We recognize that most lessor drafted instruments have a bias towards the lessor especially in areas where the interests of the parties are directly opposed and the presence of bias becomes especially important when the economic power of the lessor is vastly superior to that of the lessee.

At Fishermans Wharf the problem of lease bias becomes more important for the Wharf is a unique property and the interest of the citizens of San Francisco must be served. Unless the economic climate at the Wharf favors both the merchants serving this unique area and ensures a fair rental return to the Port, the public interest will suffer. Thus, it is crucial that any lease form adopted should provide not only for independent review of key economic issues by impartial third parties but must be as fair to the lessee as it is to the lessor.

The following summarizes some of the key provisions of the proposed lease form and why the League considers them to be important.

Arbitration Provisions

The basic philosophy behind the proposed lease is that neither party should have the right to unilaterally interpret key economic provisions of the lease. Instead, if the parties disagree on the meaning of a provision their differences should be resolved by an impartial arbitrator after a complete review of the evidence. This is the most economical and, we believe, fair solution. It should not be necessary to resort to the courts and to their inherent expenses and delays to resolve such conflicts.

Resolution of Disputes

We recognize that resolution of disputes and the correction of mistakes can become expensive. Accordingly, the lease should provide that the expense involved be borne by the party who is most likely responsible for the problem arising initially. Accordingly, such provisions of this nature should be included in clauses dealing with errors in book-keeping (Paragraph 2 (b)), review of percentage rentals (Paragraph 2 (c)), and review of Liability Insurance (Paragraph 12).

Rental Provisions

The crucial portions of any lease are the rental provisions. The lease provides for two basic types of rental, minimum rental, i.e., that which is paid irrespective of sales occurring on the premises; and percentage rental which are payments geared directly to the gross receipts from the business.

The proper percentage representing a fair return to the Port and payment required from the Tenant will naturally vary with the size and condition of the premises, as well as with the type of business. This, of course, is subject to negotiation in each and every case.

As was the case in the Port prototype lease, the minimum rental is subject to adjustment depending on the Cost of Living Price Index figures prepared by the U. S. Labor Bureau of Statistics. The percentage rental, on the other hand, is subject to the periodic review with reference to and comparison with similar premises and uses in the San Francisco Area. This latter provision being subject to an opinion by the parties is subject to arbitration in case of disagreement and if the matter is resolved against the Tenant he has the right to terminate the lease.

As in the previous lease, the tenant is responsible for furnishing the Port with accurate sales figures from which the rent is computed. This figure is subject to audit by the Port. If, however, there is an audit, the cost is paid by the tenant if his books are not correct and by the Port if it calls for an unnecessary audit. If upon audit the tenant is found to be deliberately understating its sales a penalty is imposed of ten times the extra amount the Port should have received had the tenant computed the items correctly. If during any one five year period the tenant is to be at fault twice the Port has the right to cancel his lease.

Term

The term of this lease is coordinated with the terms of other leases at the Wharf. These leases expire in 2036 and it is, in our opinion, beneficial to the parties to have them all expire simultaneously.

Guaranteed Rent Deposit

Because under the previous lease an amount equivalent to one month's rent was to be held by the Port for almost two-thirds of a century, we feel that it is only equitable that the tenant be given interest on his money. Otherwise

the Port would receive a windfall profit for any given amount at eight (8) percent simple interest will double in amount in just twelve and one-half years. Compounded semi-annually, the amount held would double in 8.8 years. Multiply these figures by the number of tenants at the Wharf and the income from this source alone is considerable.

Default Provisions

The Port may repossess the premises if the Tenant commits a substantial default and does not correct it after notice within 30 days. The one exception is defaults which cannot be remedied within 30 days. Under these circumstances so long as the tenant proceeds with due diligence to cure the default, his right of possession is preserved.

The substitute tenant clauses are crucial because if the tenant is removed, the Port has the right to install a substitute tenant and charge the old tenant for the difference in the rental. This right is subject to possible abuse because unless a tenant for which the percentage rental charge is substantially similar, the ousted tenant may find himself subsidizing a low rental tenant. Under the previous lease, the Port had no duty to secure tenants who fit within the Wharf community. Our revision limits the Ports substitution and permits it to alter the premises to accommodate the new tenant at the old tenant's expense if they are consistent with the original usage.

Preservation of Atmosphere

The League, has as its paramount concern the preservation of the historical value of the Wharf. We recognize that although progress entails change, change for change's sake alone is not necessarily progress. Thus great care should be devoted to setting forth the broad principles which should guide

development at the Wharf. The lease requires that the Wharf be maintained in substantially similar manner as it existed at the beginning of the term and more importantly recognizes the importance of commercial fishing in the preservation of the unique atmosphere.

Utilities

One source of friction between the Port and the Tenants in the past was that the Port contracted for utility service and billed the Tenant for his share. Such a procedure suggested to the Tenant that there was a mark-up or service charge hidden somewhere in the billing. A utility company should deliver the utilities directly to the Tenant and bill him directly. The Tenant should, on the other hand, agree to hold the Port harmless for any charges incurred by reason of the Tenant's occupancy. The lease guarantee could be used in the case of non-payment.

Concessions

Many Wharf merchants have concessions on their premises. It is important to the maintenance of the proper atmosphere that these people be regulated by the Lease and that adequate control is maintained over their operations. Moreover, it is important that the Port receive rental from all sales attributable to the concessionaires. The previous lease form allowed only 10% of the Tenant's gross sales to be made through concessionaires. This, however, is not in most cases a reasonable percentage. So long as adequate control is maintained over the concessionaires and the Port receives the proper rental the Port should not be concerned. The proposed revision to the lease provides that the Tenant must operate the majority of the departments on the premises. This provision, coupled with the imposition of the lease provisions on the concessionaires should be adequate for the protection of the Port.

Security Interests

There are numerous provisions facilitating the granting of loans secured by the Lease to the Tenant. These are largely unchanged, from the previous Port Lease.

Liability and Fire Insurance - Waiver of Claims

All Tenants are required to maintain adequate insurance naming the Port and the League as additional insureds. The League is named to keep it advised of the types of coverage required from the various member tenants and for protection. Insurance information would be available to all League members for any comparison. The amount of insurance required is subject to periodic review as to the conformance with general commercial practice. Arbitration is again provided in the event of disagreement.

The lease also provides that the tenant agrees to indemnify the Port from all personal injury claims arising from the premises. Because public policy generally disapproves waivers of claims of intentional harm and/or sole negligence of another the waiver is limited.

Fire Insurance is required up to 90% of the replacement value of the premises, excluding the substructure. In the event of loss the proceeds are to be deposited in a Trust Account to be used solely for the repair of the premises with approval of plans to be subject to the reasonable approval of the Port's Chief Engineer. If the Tenant declines to make the repairs, the Port may retain the money. If the Tenant makes repairs in excess of the policy proceeds the Port is not required to reimburse the tenant for the excess.

During the rebuilding period in the case of a substantial loss, the rent is to be abated proportionately respecting the usable portion of the premises during rebuilding. In cases of fire losses of over 50% of the premises if destruction is caused partially or wholly by casualties other than those covered by the required policies, the Port may either rebuild or terminate the lease.

Condemnation

If the entire premises or a substantial portion of them are taken by Condemnation or threat of condemnation, the lease terminates. If the premises are partially taken but are still reasonably suitable for use the rent is to be reduced proportionately. The Port agrees in such a case to alter the building at its own expense so as to make the remaining premises a complete operating unit. The Port receives all condemnation awards except those made expressly to the Tenant for loss of business, unamortized improvements, stock removal costs, and the like. The tenant reserves the right to proceed against the condemnor for his own personal claims.

Maintenance by the Tenant

The Tenant is responsible for the maintenance of his premises including the substructure, however, if the substructure is damaged by causes other than fair wear and tear or deterioration, the Tenant is not required to repair it. If in such a case if the Port elects to repair, the Tenant's rent is abated until the structure is repaired. If the Tenant does not elect to repair, the lease may be cancelled by either party.

Alterations and Improvements

All alterations and improvements by to the premises by the Tenant are subject to the Port's approval. Any additions or modifications which cannot be removed without substantial injury to the premises become the part of the realty and belong to the Port.

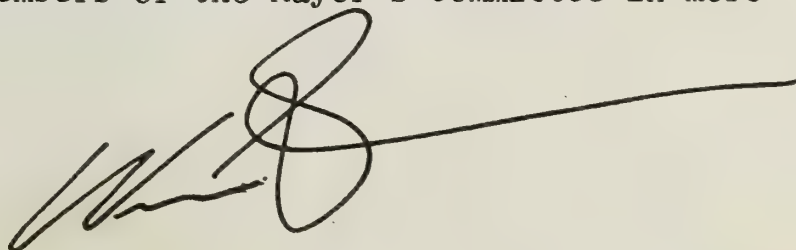
Assignment, Subletting, Insolvency

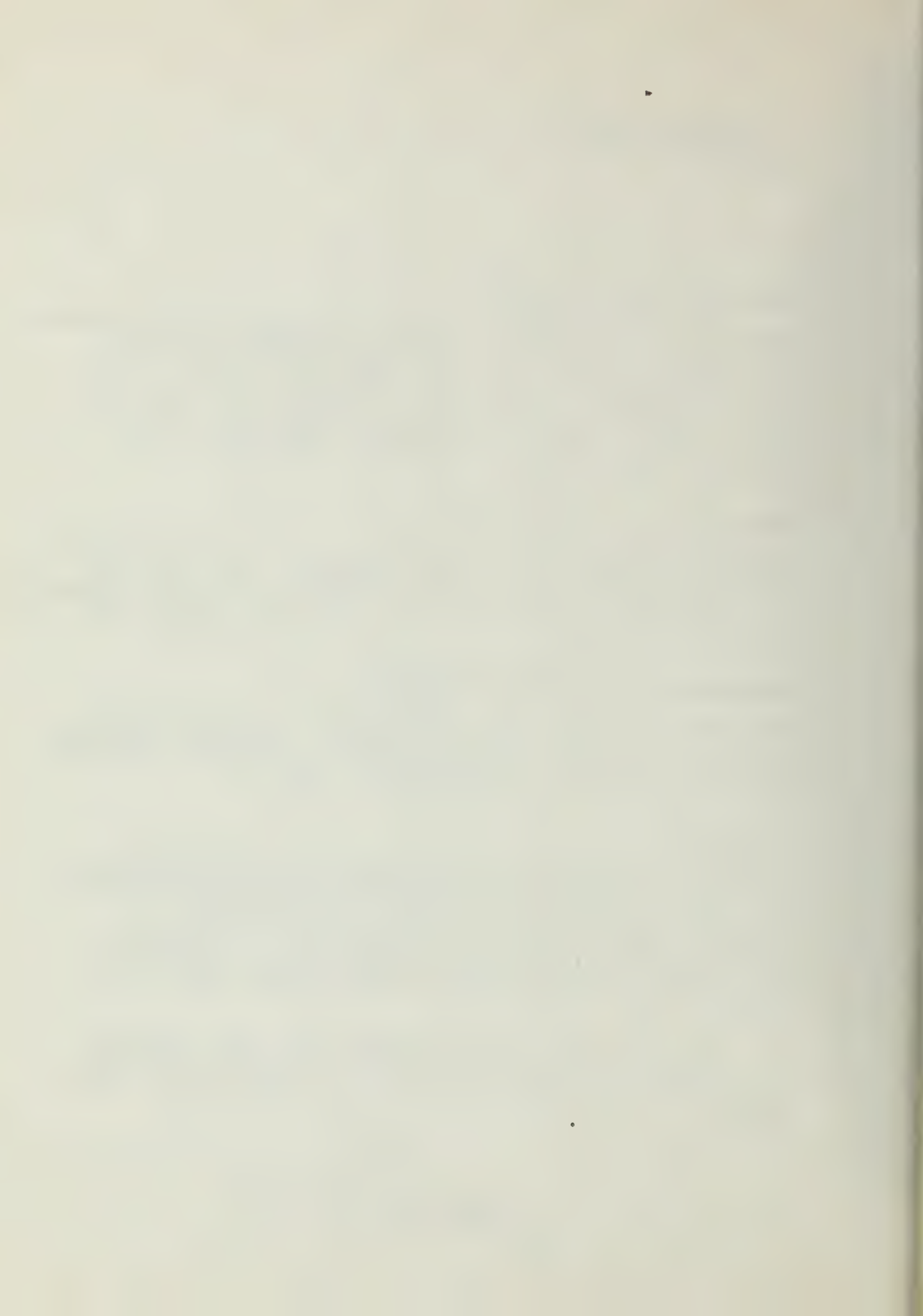
Assignment and subletting can be made only with the concurrence of the Port and in accordance with Lease Standards. Insolvency is a substantial breach of this lease which would result in the tenant forfeiting his lease.

Conclusion

It should be apparent that not all the lease provisions have been analyzed or even mentioned in this presentation. This outline purports only to state the general effect of the lease provisions rather than go into an extensive legal analysis. Moreover, for the proper construction of this lease, it is necessary to refer to the lease itself and to consult legal counsel if a definitive opinion is needed.

As counsel for the Fisherman's Wharf Historical Preservation League, I would be pleased to discuss any lease provision with the members of the Mayor's Committee in more detail.

A handwritten signature in dark ink, featuring a large, stylized 'S' or 'B' shape with a long horizontal line extending to the right.



IV. DEVELOPMENT PLAN FOR FISHERMAN'S WHARF HARBOR

A. Basis for the Plan

The recommendations of the Mayor's Committee for improvement of the Fisherman's Wharf harbor and adjacent piers are based on a planning process that was fundamentally people-oriented. The Committee went first to the fishermen, processors, chandlers, and others involved in the commercial fishing industry and asked them about their needs and the kind of improvements they would like to see in the area.

With this basic input in hand, the next step was to go to the surrounding business community, including restaurateurs, shopowners, tenants of Ghirardelli Square and The Cannery, parking operators, and others with a vital stake in the area. Their reaction to the views of the fishing industry people was asked, and they were given a chance to add their own suggestions on improving the area. In so doing, they were unanimous about the need to preserve the fishing industry as the vital ingredient that brings visitors to the Wharf and gives meaning and life to the entire area.

The opinions of nearby residents were also sought, in discussions with Russian Hill and Telegraph Hill dwellers, as were those of San Francisco citizens at large, by bringing the preliminary facts, ideas and conclusions before such groups as SPUR, the League of Women Voters, the Convention and Visitors Bureau, and the Greater San Francisco Chamber of Commerce.

Throughout the study period, the Committee worked closely with those who had been involved in previous proposals for the area, or hold current planning or decision-making responsibilities. Among these were the Port itself, BCD's Waterfront Advisory Committee, the Army Corps of Engineers, the Mayor's Port Committee, the City Planning Department, the Department of Public Works, and many more including architects and developers who had their own views on potential redesign of the area.

The key representatives were invited to tour the area, and many of them for the first time saw for themselves where the problem areas lie and heard the firsthand comments of fishermen and processors.

In all cases, the interaction was the same, and highly productive. The professionals came to see the validity of the fishing industry's position and the soundness of the plan that was emerging from the general consensus. In turn, they contributed their own very helpful suggestions.

The response of the Port was particularly gratifying. From an apparent lack of concern about or understanding of the problems of the fishermen and processors, its attitude became one of active cooperation and support.

The Committee took an active part in BCDC Waterfront Advisory Committee meetings aimed at preparing an area-by-area development plan for the north waterfront, and saw its basic concepts for Fisherman's Wharf adopted by the BCDC Committee as the single undisputed alternative for that area.

Another example of joint effort and cooperation was that of the graduate class in Environmental Design taught by architect Robert Herman at UC Berkeley. Mr. Herman had previously been asked by the Port to have his students prepare designs for all-new maximum development of the Fish Alley area.

After these concepts were submitted, the Mayor's Committee asked Mr. Herman to continue the class project, this time with the approach of preserving the historical and working character of Fish Alley while providing greater public access and open space. Following a briefing session at the Wharf, the graduate students attacked this new assignment with a great deal of enthusiasm and came up with some very imaginative designs that became part of the Committee's input.

The plan which the Mayor's Committee is now submitting is thus very broad-based and strongly representative of the needs and desires of the people of Fisherman's Wharf as well as the community at large.

At the same time, much thought was given to ramifications of the plan in terms of economics, ecology, balance of historical and working aspects, traffic, and other impact factors. A key part of the Committee's work was a thorough traffic study which showed that traffic generated by the fishing industry and that related to tourist activity do not conflict, because nearly all industry movement is completed by 11 a.m., and there is no significant visitor traffic until after that hour.

Among water quality considerations, the plan calls for tying in a new waste disposal system for the fishing boats and processors with the Hyde Street Sewer Outfall Consolidation project, which the Committee has made successful efforts to expedite.

It is not intended as a professionally finished piece of work, since many architectural and engineering details have to be worked out. But hopefully it will provide the professionals with clearcut guidelines for a development plan that they can be sure has the agreement and support of those who will have to live with it.

B. Review of Previous Plans

The Committee made a point of reviewing previous development concepts for the Fisherman's Wharf harbor, particularly those prepared by Port engineers in 1965 and 1970, and that which is shown in the City's Northern Waterfront Plan (prepared by John S. Bolles Associates in 1968).

While these previous concepts have a number of good points, in the Committee's opinion all involve excess development which would reduce the amount of open water surface to an undesirable degree and could lead to congestion and ecological disturbance both in the harbor itself and in the surrounding area.

The Northern Waterfront Plan, for example, calls for moving all processing activities to a greatly enlarged Pier 47, which would actually become a massive island in the center of the lagoon, connected to the mainland by a single bridge would scarcely provide adequate ingress and egress for the trucks serving the processing area.

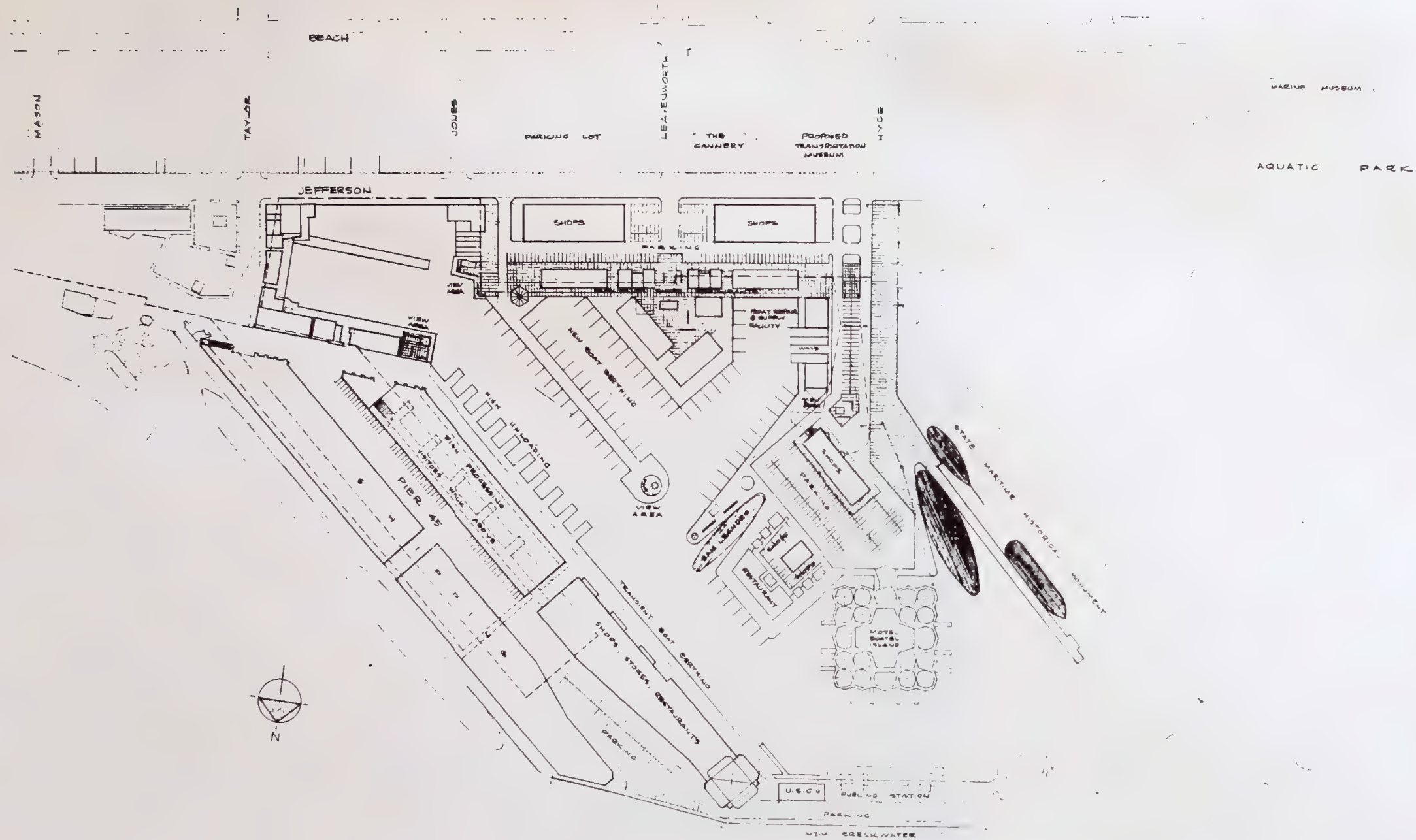
The same plan would convert historic Fish Alley to "retail and entertainment" uses, thus reducing the authentic atmosphere of the harbor and replacing it with more of the kind of development that has already brought criticism to the Fisherman's Wharf area.

The Port's 1965 drawing shows an even more extensive development of shops, restaurants, parking, and a motel/boatel built out over the water in the Hyde Street Pier area, with still more shops and restaurants on Pier 45 and along Fish Alley. In this concept, the processing area is transferred to a portion of Pier 45, but remains substantially the same size, as does the total number of berth spaces.

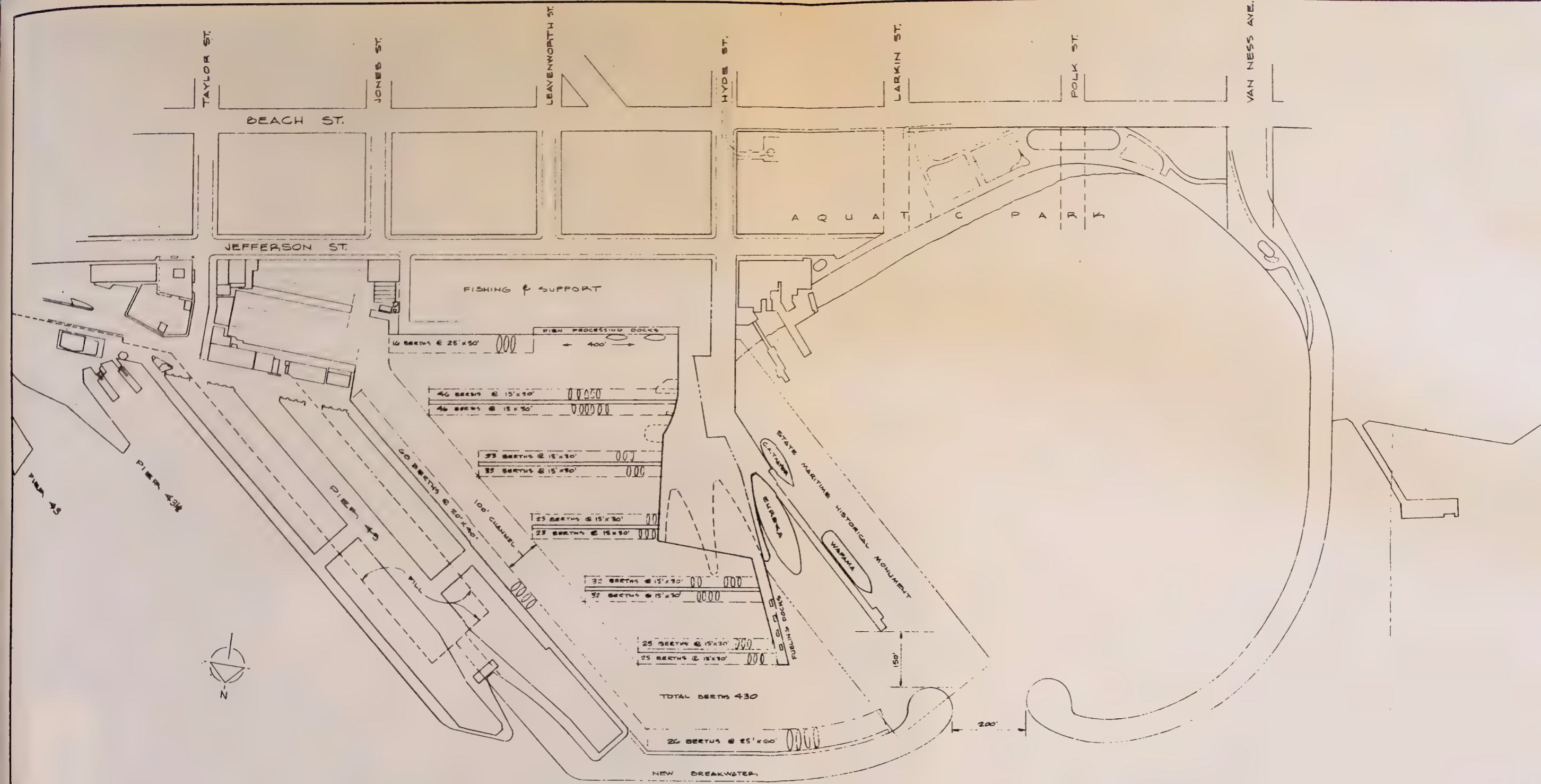
In 1970, the Port submitted two concepts as part of its testimony for the first breakwater hearing. Both of these retain the existing processing area in Fish Alley while providing for expanded mooring capacity in two alternative configurations. Neither shows any suggested uses for the adjacent east side of the Hyde Street Pier, nor for Pier 45, which leaves many questions unanswered.

No expansion of processing and support facilities is shown in either drawing, and the increased number of berth spaces were intended for recreational craft as well as commercial fishing boats. Moreover, the drawings were prepared without input from the fishermen on harbor layout, and the breakwater configuration shown is opposite to what the fishermen say is needed to solve the surge problem.

Two proposed plans by the Port submitted in 1965 and 1970 emphasized recreational boat facilities without thoroughly investigating the needs of the commercial fishermen.



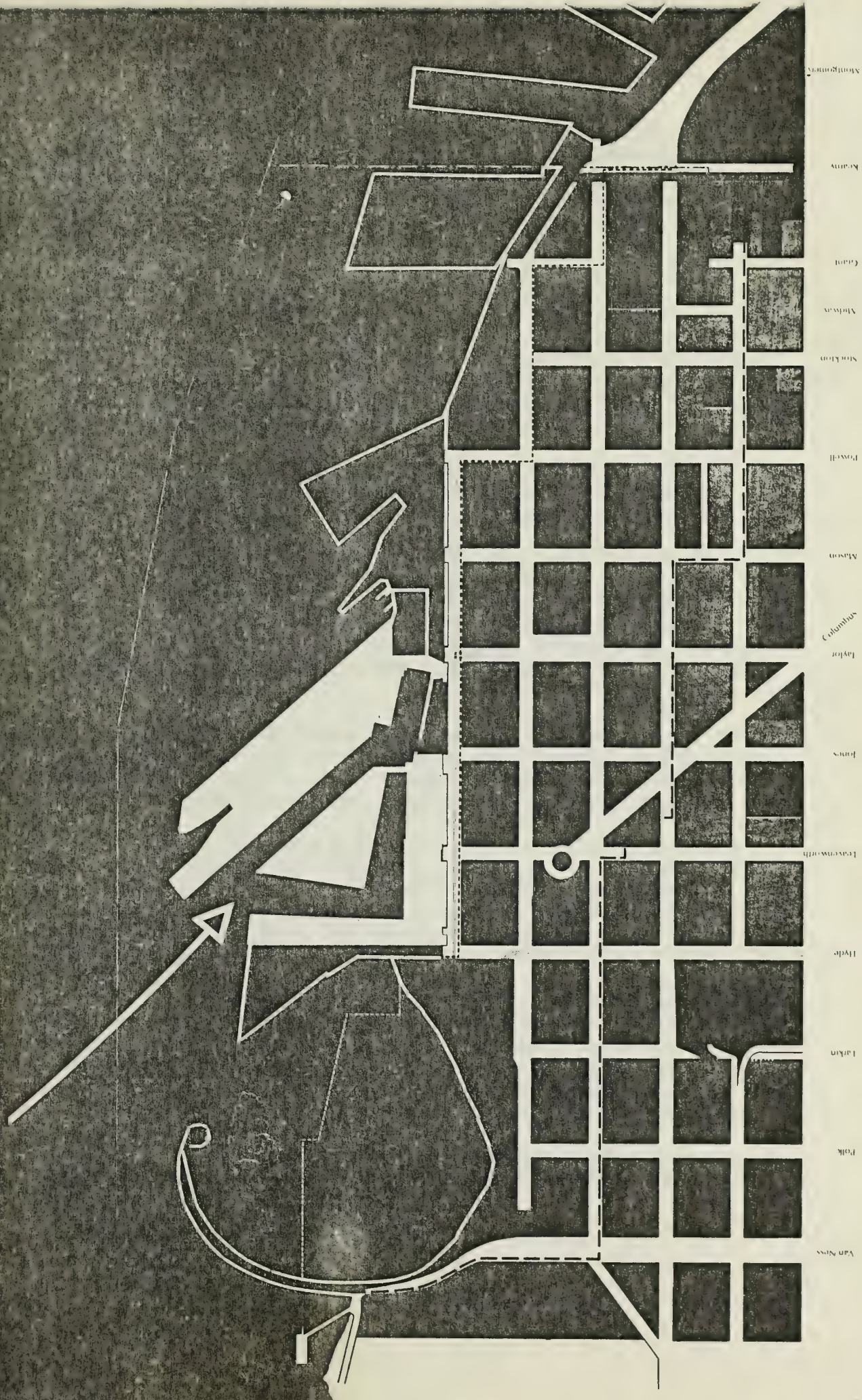
CONCEPT FOR DEVELOPMENT OF FISHERMAN'S WHARF
SAN FRANCISCO PORT AUTHORITY
ENGINEERING DEPARTMENT
SEPTEMBER 7, 1966



CONCEPT FOR DEVELOPMENT OF FISHERMANS WHARF
SAN FRANCISCO PORT COMMISSION JUNE 24 1970
ENGINEERING DEPARTMENT SCALE 1" = 100'

APPROVED BY SAN FRANCISCO PORT COMMISSION DATE		DESIGNED BY DATE 6/24/70 SCALE 1" = 100'	
IN CHARGE OF DATE		ENGINEER DATE	
REVISIONS			
SAN FRANCISCO PORT COMMISSION PORT OF SAN FRANCISCO DEPARTMENT OF ENGINEERING			

Map from City's Northern Waterfront Plan, showing massive new central pier proposed for relocation of fish processing activities.



All of these plans were nevertheless useful to the Mayor's Committee as reference points, since the comments of the fishing industry people about them helped to clarify and give direction to the kind of design that is really needed.

C. Committee Recommendations

1) Breakwater

In the view of the Mayor's Committee, there are a number of fishing needs, such as long-term leases for the processors and repairs to wharf and pier areas currently in use, which can and should be carried out immediately.

For the ultimate preservation of the fishing industry and development of the Fisherman's Wharf harbor for its use, however, the most crucial need is for a protective breakwater.

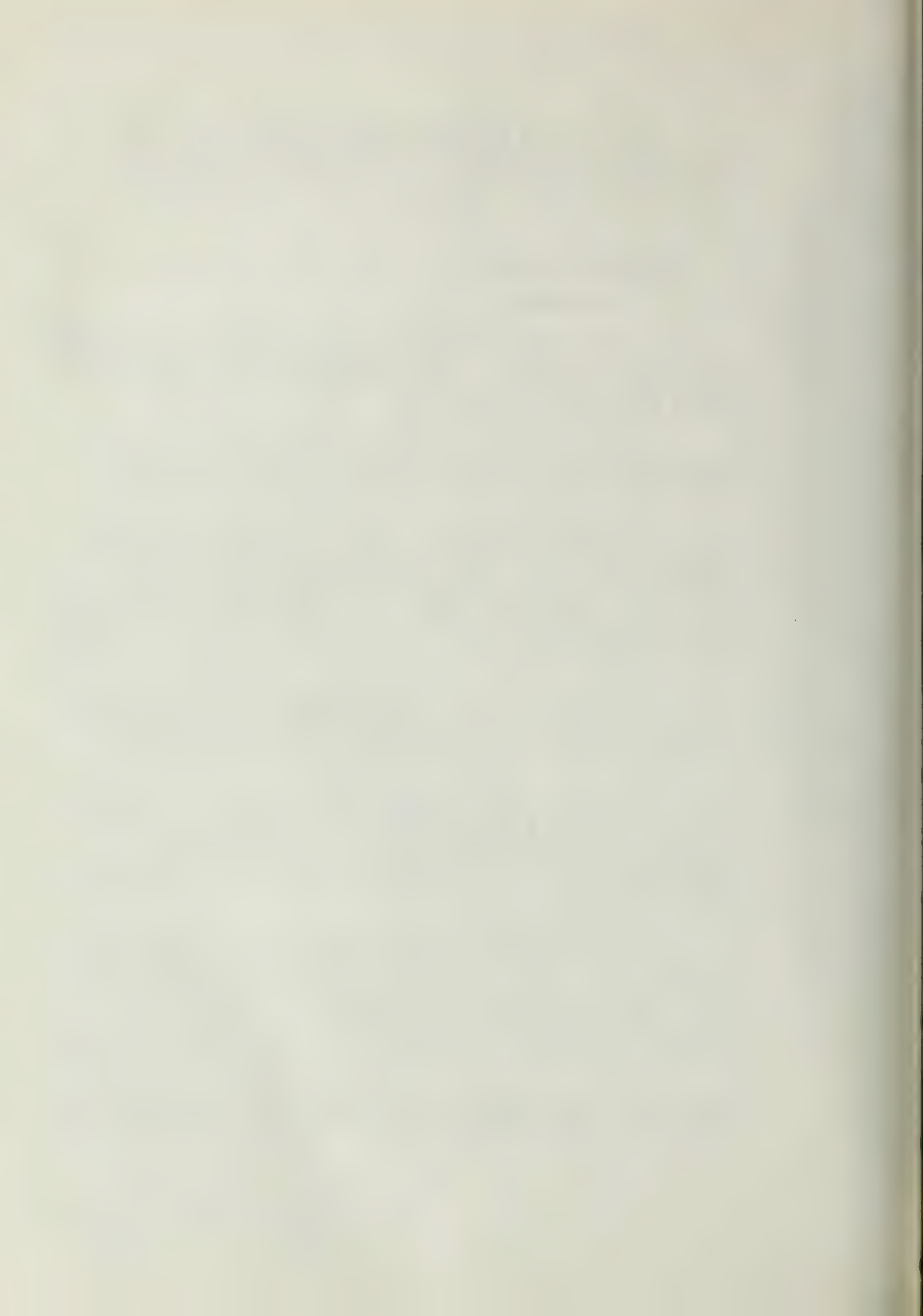
This need dates back to 1938, when ferry service to Marin County came to an end due to opening of the Golden Gate Bridge. Up until that time, the Hyde Street Pier was well maintained and helped to protect the Fisherman's Wharf harbor against water swells that swept in from the Golden Gate. Further protection was provided by finger piers that extended well beyond where they end today.

After the ferries stopped running, the entire east side of the Hyde Street Pier was allowed to deteriorate. And as pier sections inside the Fisherman's Wharf harbor became in need of repair, they were often simply removed and never replaced.

As a result, the boat basin has been subject to severe water surge for more than 20 years, causing damage to vessels as they are tossed against the pilings, eroding the piers and wharves as the ropes holding the boats work up and down on the pilings year after year, and rendering the outer harbor (beyond Wharf J7) unusable for berthing.

The fishermen and others concerned with the industry have been pleading for years for a breakwater to eliminate this serious problem. Many gave up, and moved their boats to other ports rather than subject them to continued wear and tear. While the Mayor's Committee was in session, one boat -- the "Salmon" -- was sunk in the harbor by a particularly heavy swell.

It is no exaggeration to say that the surge problem is the biggest single factor that has driven the fishermen away from Fisherman's Wharf in recent years.



The need for a breakwater was recognized by the Port in 1966 when, at its request, Rep. Phillip Burton sponsored a Congressional resolution directing the U.S. Army Corps of Engineers to initiate a breakwater study at Fisherman's Wharf. It was four years, however, before any action was initiated on the project. This was because the study did not become an approved item in the budget of the Corps' San Francisco District until the 1969-70 fiscal year. While there could be various reasons for the delay, lack of adequate pressure by the Port may have been one of them.

A public hearing was finally held on June 24, 1970, at which the principal testimony was presented by Eugene L. Sembler, who was then Chief Engineer for the Port. Key portions of his testimony follow.

"To keep the fishing boats and fish processing plants in this area, improvements are badly needed. Without the boats, the entire complex is threatened. Not only would the fishing industry be harmed but the restaurants, the tourists and even the Port of San Francisco would suffer.

"While we have a large demand for additional berths, there is no place that additional berthing can be built in protected water. Because berthing is limited to the small inner harbor, it has not been possible to provide ready access or any conveniences to the commercial fishing craft in the area. All these problems could be reduced if the surge problem could be overcome and the harbor expanded.

"With the development of an expanded harbor, some of the deficiencies of the present fishing boat harbor could be overcome. Provisions could be made for fishermen to get supplies and equipment directly to their boats. Public loading areas could be established. The harbor could be made safer and more usable. We also would hope that our boat ways, which have always been of keen interest to visitors, would again become an economically feasible facility. Modernizing of berthing facilities would make life much safer and more convenient for our fishermen. Construction of the breakwater would make feasible an investment of \$2,000,000 to \$10,000,000 to develop the balance of the basin."

Following this hearing, however, the breakwater project failed to move ahead. One reason was that measuring devices installed by the Corps of Engineers in the Fisherman's Wharf harbor gave inconclusive readings with respect to the nature and direction of the surge. More importantly, the Corps found it necessary to "pace" its study because the Port, as official sponsor, had not submitted any definite development plans for the area.

A further element that placed the breakwater project in limbo was the Corps' impression that the harbor would be used primarily for recreational boating, which severely limits federal participation.

This was the situation upon formation of the Mayor's Committee. At one of its first meetings, the Committee invited District Engineer Col. James L. Lammie as its guest and strongly stressed the broad-based desire of San Franciscans to maintain Fisherman's Wharf for commercial fishing.

Following this meeting, the Corps undertook a new economic analysis and for the first time actively sought the views of the fishermen with regard to the surge problem and type of breakwater needed. Concurrently, the Mayor's Committee worked with the Port on preparation of the development plan needed by the Corps in order to proceed. In so doing, the Port accepted all the basic concepts recommended by the Mayor's Committee, and this plan is now in the hands of the Corps.

At the same time, the Corps outlined a new breakwater design alternative based on the input of the fishermen. This alternative offers a high benefit/cost ratio of 1.3 and federal funding of 85.1%.

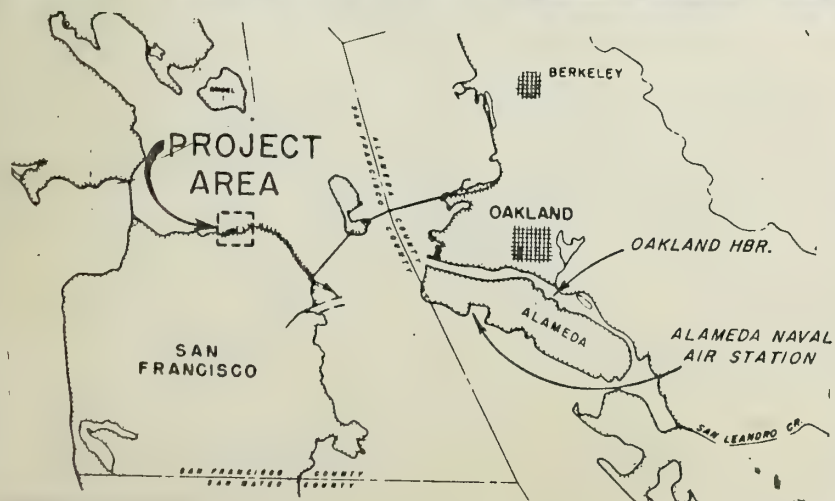
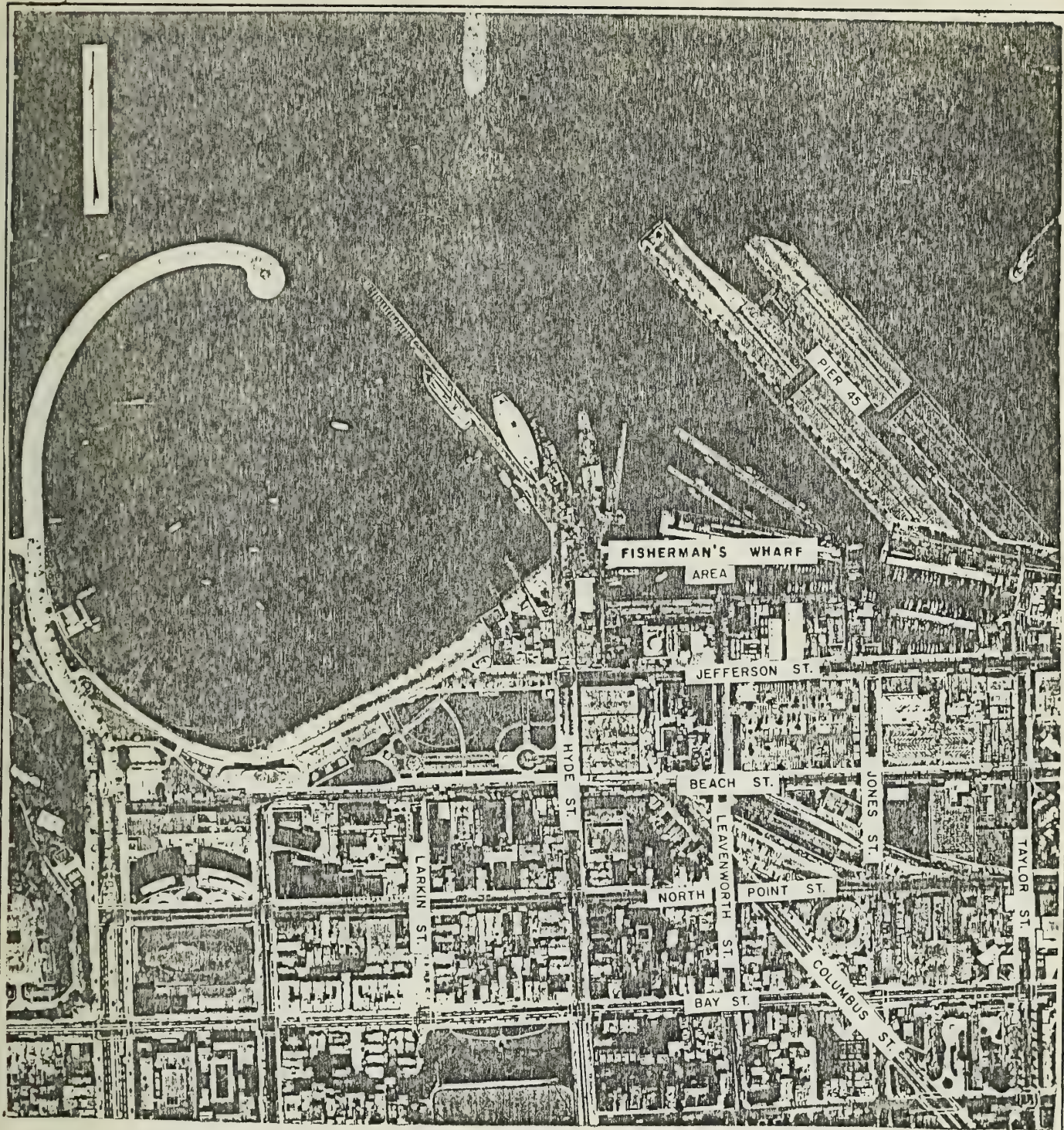
The positioning of the breakwater in this latest alternative has it extending northeastward from the Hyde Street Pier and is opposite to that shown in the Bolles report and the Port's 1970 drawings, which apparently had symmetry with the Aquatic Park Municipal Pier, rather than practical effectiveness, as the chief consideration.

With the breakwater project in motion again, the Mayor's Committee now urges a consolidated effort by all concerned to obtain federal approval for actual design and construction, including close attention by San Francisco's legislative representatives in Washington.

Unless the breakwater is built, the fishing industry will continue to disappear, the Wharf area will become more and more synthetic, visitors will lose interest, and businesses will wither. On the other hand, construction of the breakwater and related expansion of the fishing boat harbor and facilities will insure

The U.S. Army Corps of Engineers has submitted six alternative proposals for the construction of a breakwater at the entrance of the Fisherman's Wharf harbor.

Alternative 1 allows for the possibility of no construction, which is a required alternative as a matter of form in all Corps of Engineers projects.

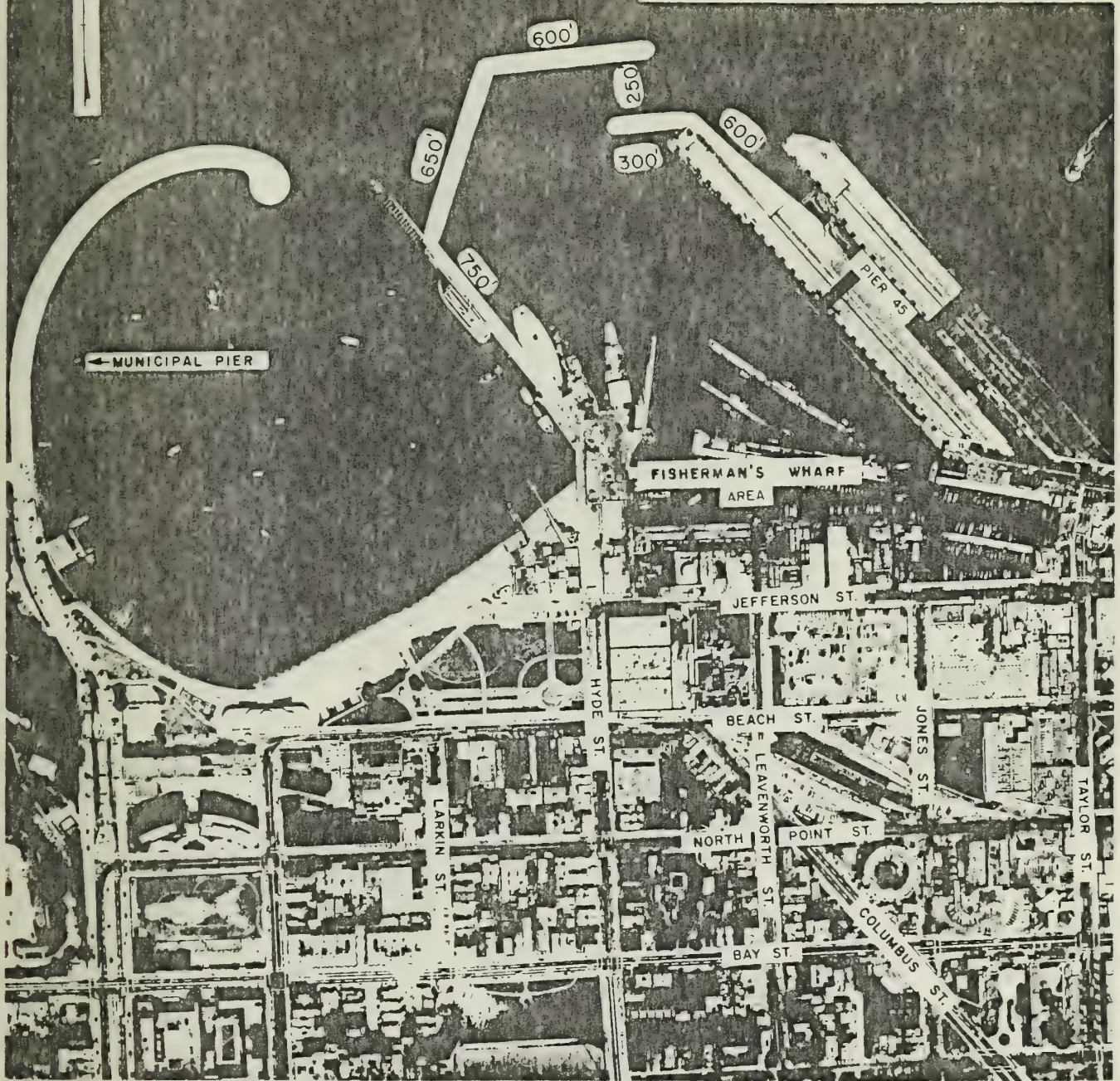


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SCALE IN FEET

SAN FRANCISCO HARBOR
FISHERMANS' WHARF AREA
CALIFORNIA

IN SHEET 1 SHEET NO. 1
U.S. ARMY ENGINEER DIST., SAN FRANCISCO, C. OF E.
DRAWN: FILE NO.
TRACED: TO ACCOMPANY PLAN OF SURVEY
CHECKED: DATED: NOVEMBER 1970 1-1-163

ALTERNATIVE 2 RUBBLE-MOUND BREAKWATER

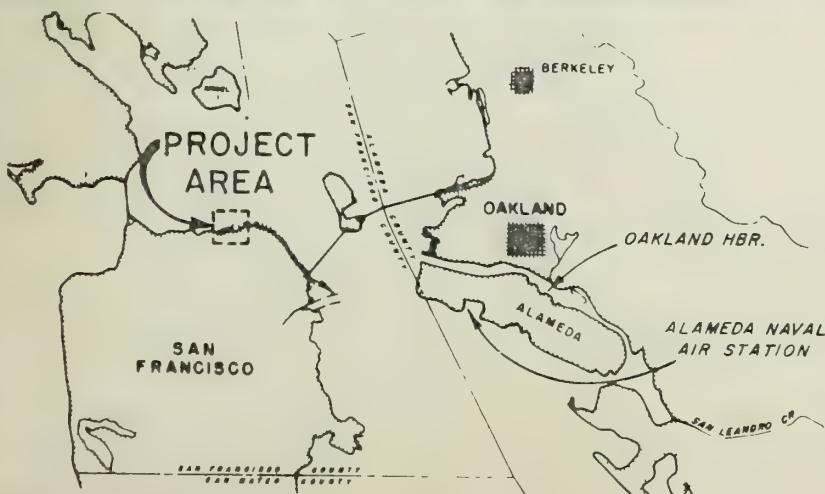
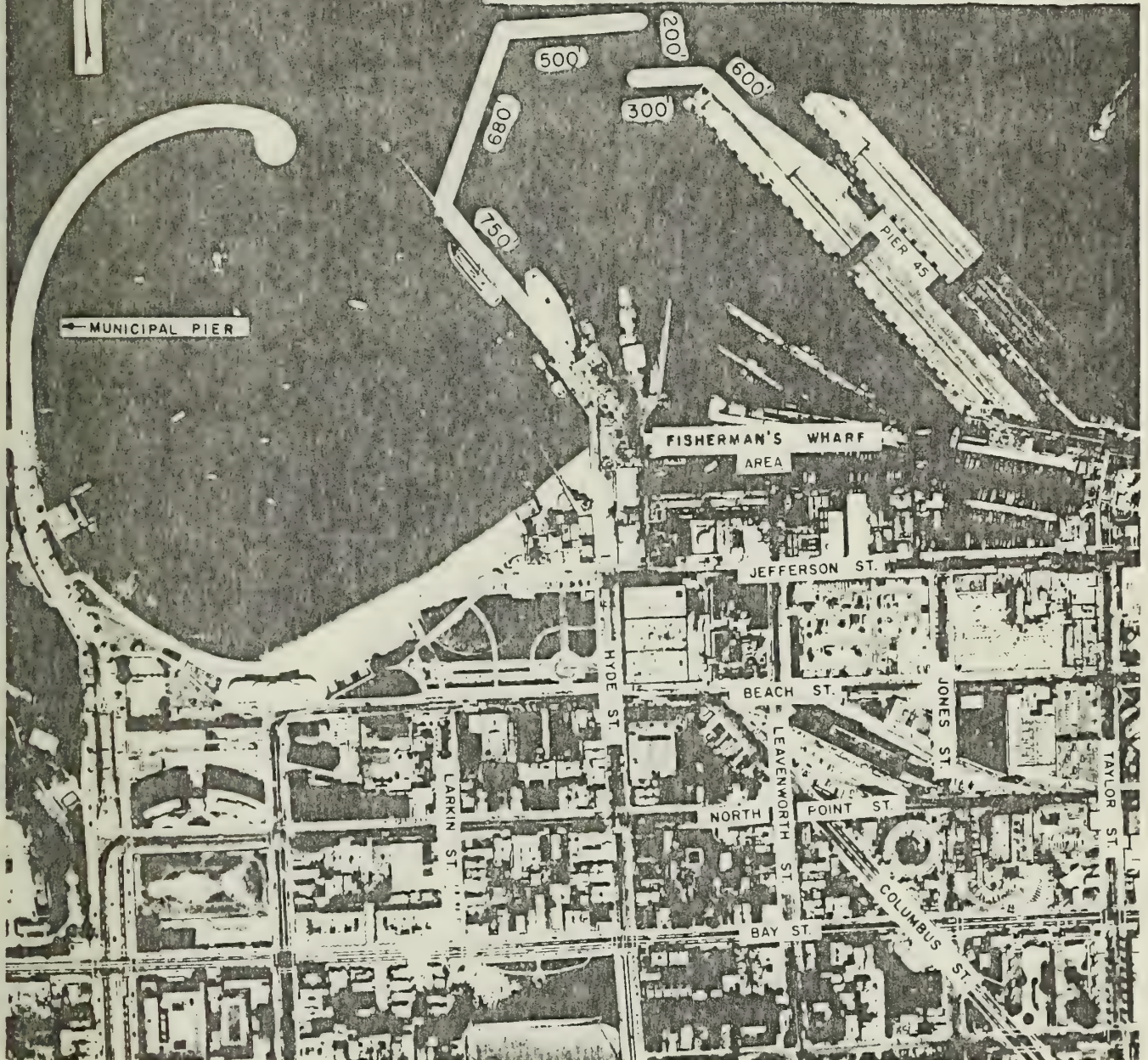


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SAN FRANCISCO HARBOR
FISHERMANS' WHARF AREA
CALIFORNIA

IN
U.S. ARMY ENGINEER DIST., SAN FRANCISCO, C. OF E.
DRAWN: FILE NO.
TRACED: TO ACCOMPANY BROCHURE
CHECKED: DATED: DEC. 1973 I-1-190

**ALTERNATIVE 3:
CONCRETE SHEET PILE BREAKWATER
(SOLID BREAKWATER)**

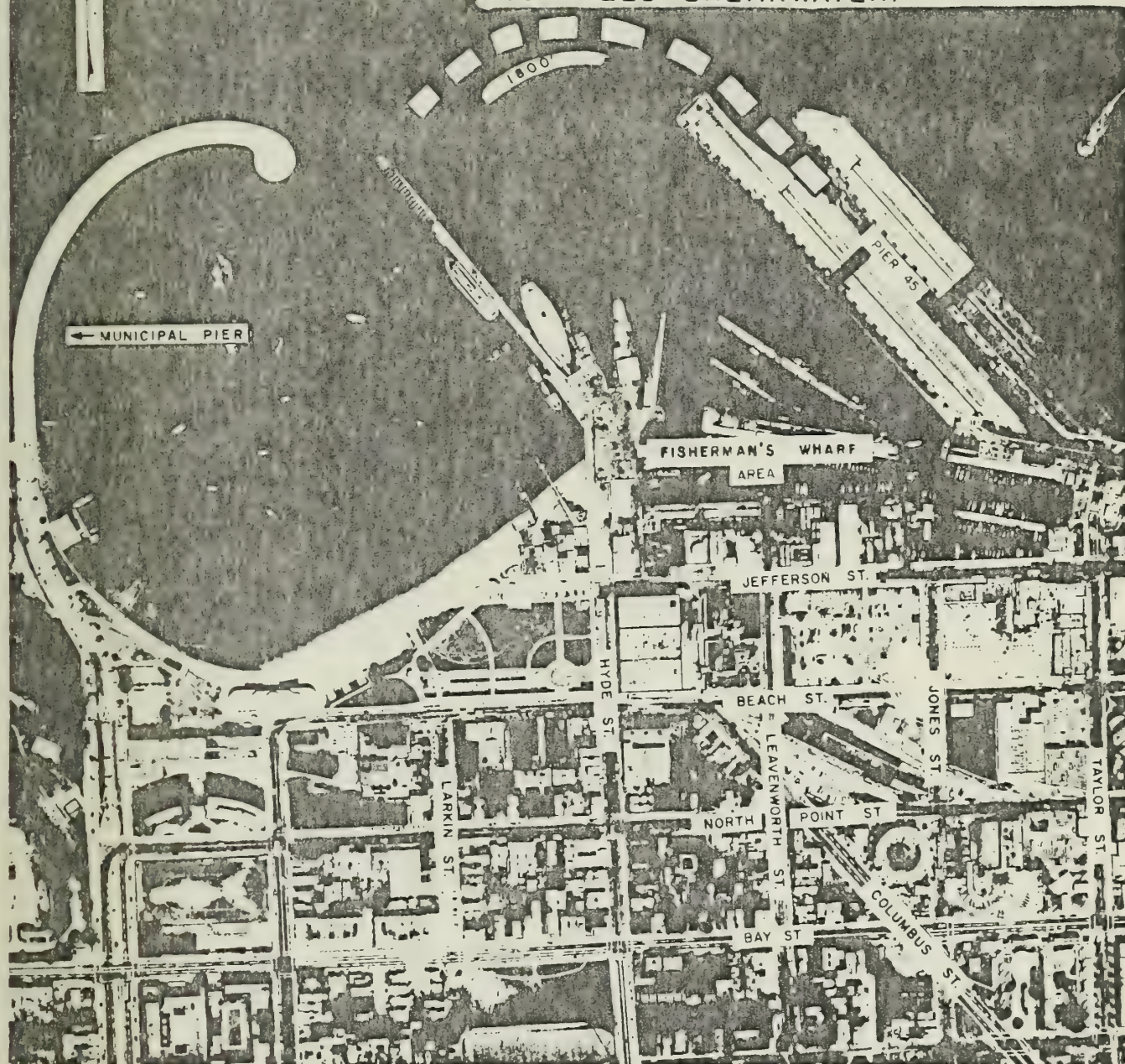


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SCALE IN FEET

**SAN FRANCISCO HARBOR
FISHERMANS' WHARF AREA
CALIFORNIA**

IN
U. S. ARMY ENGINEER DIST., SAN FRANCISCO, C. OF E.
DRAWN: TO ACCOMPANY BROCHURE FILE NO.
CHECKED: DATED: DEC. 1973 1-1-190

ALTERNATIVE 4
CONCRETE PILE & BAFFLE BREAKWATER
(BAFFLED BREAKWATER)

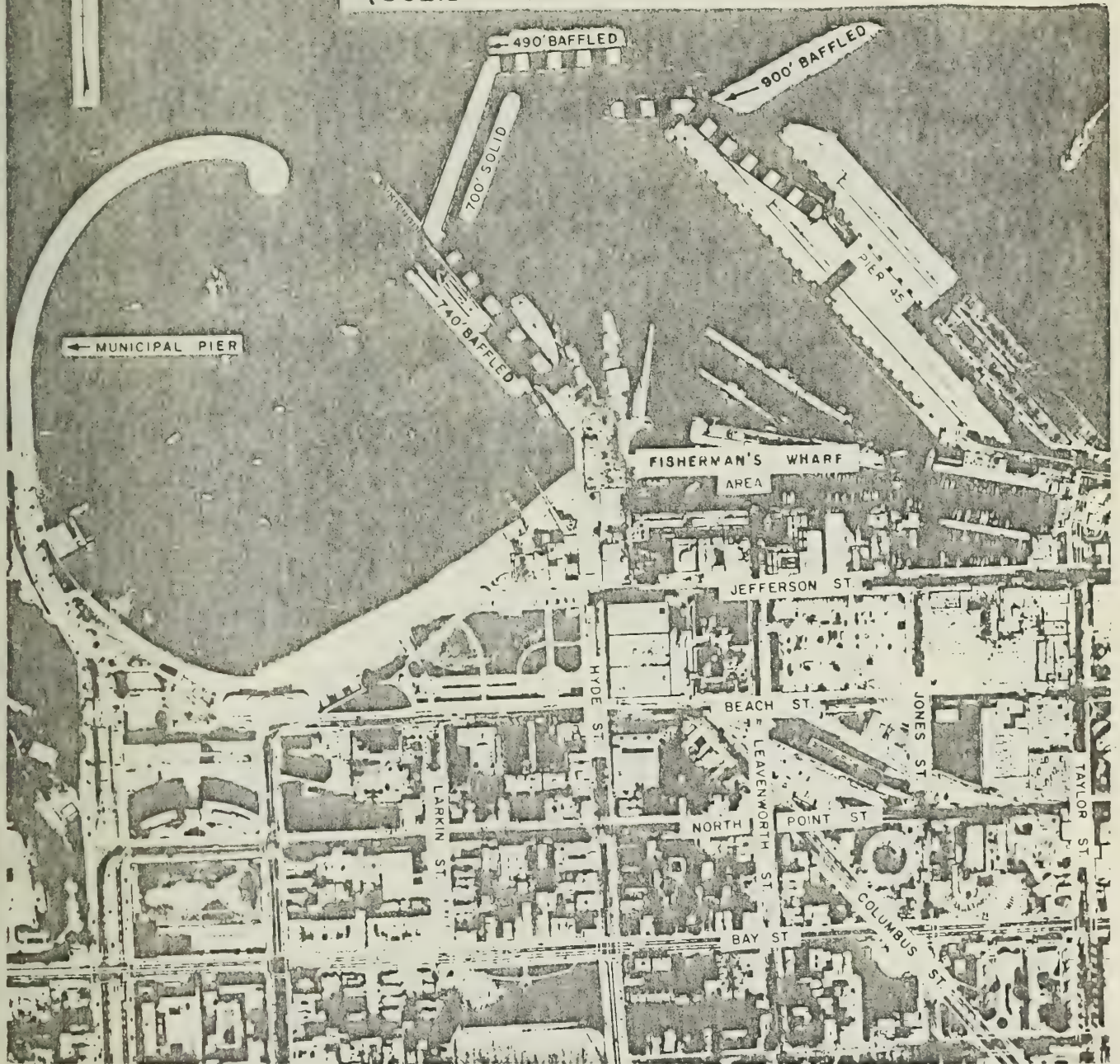


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SCALE IN FEET

SAN FRANCISCO HARBOR
FISHERMANS' WHARF AREA
CALIFORNIA

IN
U. S. ARMY ENGINEER DIST., SAN FRANCISCO, C. OF E.
DRAWN: FILE NO.
TRACED: TO ACCOMPANY BROCHURE I-1-190
CHECKED: DATED: DEC. 1973

ALTERNATIVE 5 CONCRETE SHEET, PILE & BAFFLE BREAKWATER (SOLID & BAFFLED BREAKWATER)



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SCALE IN FEET

SAN FRANCISCO HARBOR FISHERMANS' WHARF AREA CALIFORNIA

IN
U.S. ARMY ENGINEER DIST., SAN FRANCISCO, C. OF E.
DRAWN: FILE NO.
TRACED: TO ACCOMPANY BROCHURE
CHECKED: DATED: DEC. 1973 1-1-190

ALTERNATIVE 6
CONCRETE SHEET PILE AND CONCRETE
PILE & BAFFLE BREAKWATER
(SOLID & BAFFLED BREAKWATER)



500 0 500
 SCALE IN FEET

SAN FRANCISCO HARBOR
FISHERMAN'S WHARF AREA
CALIFORNIA

IN SHEET 1 SHEET NO. 1
 U.S. ARMY ENGINEER DIST., SAN FRANCISCO, C. OF E.
 DRAWN: FILE NO.
 TRACED: TO ACCOMPANY PLAN OF SURVEY 1-1-163
 CHECKED: DATED: MAR 1974

a resurgence of the industry in San Francisco, will bring increased revenue for the Port, and will result in important economic and esthetic benefits for the entire area.

2) New Mooring Facilities

At present there are berth spaces at Fisherman's Wharf for approximately only 184 vessels, of which the majority are other than active commercial fishing boats -- sports fishing vessels, pleasure craft, and "dead" or inactive boats. As stated in the previous section, the absence of a breakwater makes berthing in the outer portion of the harbor impossible.

While there is already a demand for berth spaces on the part of commercial fishermen currently based elsewhere, who are willing to come to San Francisco despite the poor conditions, research of the Mayor's Committee indicates that, with the breakwater and improved facilities, as many as 500 berths could be easily filled by commercial fishing vessels.

The additions would come from fishermen who fled San Francisco but would like to return, from others who would be attracted for the first time, and from a new generation of young fishermen -- many of them sons and nephews of fleet veterans -- who would be encouraged to enter the industry, given the proper facilities and a favorable official attitude.

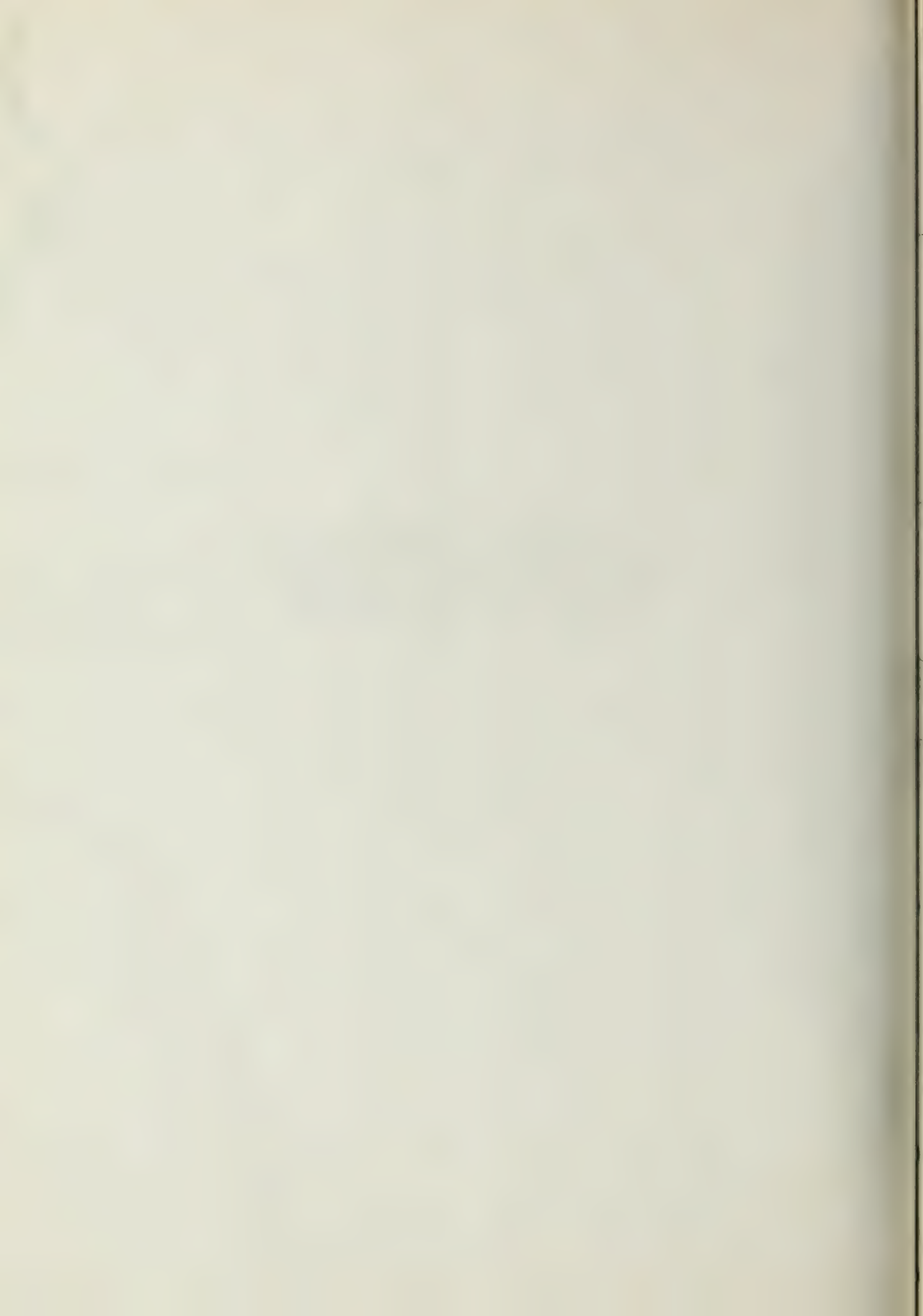
According to the rough concept developed by the Mayor's Committee, new mooring facilities would be located on the outboard side of Wharf J7, and on the inboard side of the new breakwater. Specific design of the new berthing areas would depend on engineering factors as well as on continued input of the fishermen. Total additional berths would number approximately 350, but would in no way crowd the water surface. Ample open space would remain, both for turning purposes and for overall esthetic value.

3) Fish Alley and Hyde Street Extension

Previous proposals have involved relocating the processing activities to a greatly enlarged Pier 47 in the center of the lagoon, which presents problems of bulk and access, and transferring them to Pier 45, which might be acceptable from the industry point of view but would eliminate major revenue possibilities for the Port, since Pier 45 is generally accepted as being suitable for more intensive development.

Therefore, the Mayor's Committee has recommended leaving the processing activities in their present historic Fish Alley location, with expansion along the currently unused east side of the Hyde Street Pier. The industry area would thus have a continuous "L" shape, preserving the old, original portion and combining it with all-new facilities.

The west side of the Hyde Street Pier is in usable condition as it is. The east side of the Pier has to be replaced as indicated on the structural drawing concerning existing pier conditions.



ST

ST

JEFFERSON

LEAVENWORTH

Seawall Lot 303

Standard Fisheries Corp

Quinn B. Co.

Standard Fisheries

Albion Fish Co

Consolidated Fisheries

Mach Works

Wharf J10

HYDE

TONQUIN

SOME NEW PILING
TIMBER & DOCK TO
BE REPLACED HERE

HYDE STEEP

PIER IN USABLE
CONDITION AS IS

REMOVE &
REPLACE AS
REQUIRED HERE

0 50



Among the additions to be built on Hyde Street Pier would be relocated fuel stations, machine shops, an ice house, a provisioner of groceries and supplies, and other support facilities as well as new processing areas.

Two alternatives are offered by the Committee with regard to the outer end of the pier. In one, a present unoccupied slip would be retained and a newly acquired historical vessel moored there for public inspection. In the other alternative, the end of the pier would be squared off, and a structure housing an ichthyological laboratory and a historical museum installed. Both of these features could be located elsewhere on the pier, if the first alternative is chosen.

Another important activity recommended by the Committee is a training center where young people could learn the commercial fishing trade in actual working surroundings.

With regard to the present processing and support area in Fish Alley, only a few modifications are proposed. A key one involves conversion of the unused storage tank yard in the block between Leavenworth and Hyde Streets to an open fish market, which would enhance both atmosphere and public involvement.

Another proposed modification is the removal of a small portion of a building at the Hyde Street end of Fish Alley to complete a vehicular access corridor from Leavenworth to Hyde through the heart of the existing processing area. This would enable trucks to enter at one end and exit at the other, rather than backing out as must now. After industry working hours, this would become an additional public area through which visitors could wander.

Addition of office space above the existing processing structures is a possible option which would bring further revenue to the Port.

Public access would be increased in the existing industry area, and would be an important element in the new portions. In addition, new view corridors would be opened along the two blocks of Fish Alley. The breakwater itself would have a pedestrian corridor on its surface, from which anglers could fish the waters.

An important consideration was that of waste disposal from the expanded fishing fleet and processing facilities. The plan in this regard is to have a pumping station near the outer end of the Hyde Street Pier which would collect and discharge waste not into the water but back to the new sewer line which is being constructed under the Hyde Street Sewer Outfall Consolidation Project. From there, it would be shunted to the North Point Treatment Center.

In formulating its proposals for Hyde Street Pier, the Mayor's Committee examined present structural conditions and studied previous development plans, such as one for an all-historical exhibit. There was merit in many of them, but none of the practical and far-reaching benefits offered by dedicating the pier's east side to the fishing industry, which provides not a quaint "Disneyland" version of the waterfront, but a vital, authentic milieu that will stand as its own living monument today next to the adjacent historical monument of the past.

4) New Sport Boat Dock

The sports fishing vessels or "party boats" have a legitimate place at Fisherman's Wharf. They enable visitors to get a firsthand taste of what it is like to fish from a rolling vessel on the open sea, and thus in a way complement the role of the commercial fishing fleet.

The association of sport fishing boat owners was represented on the Mayor's Committee, and thus participated in the planning process that resulted in this report.

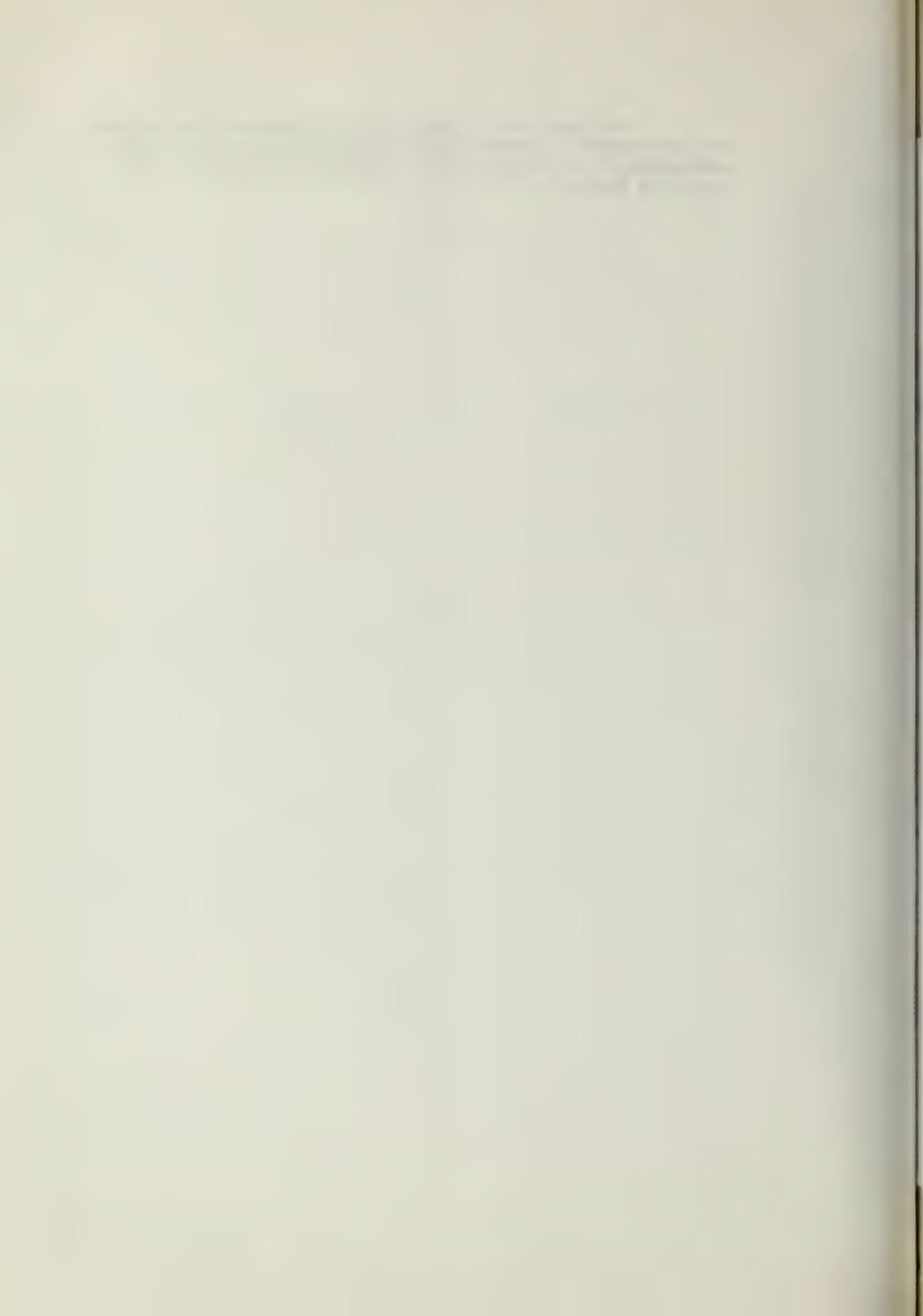
At present, the sport boats occupy berths in the inner harbor that could be filled by commercial fishing vessels. Because of their size, each party boat takes up two of the regular berth spaces, and the larger turning room they require has eliminated further berth spaces. At the same time, these tourist-oriented vessels contribute little to the authenticity of the atmosphere.

The plan of the Mayor's Committee calls for creation of a special docking area for the sport fishing boats adjacent to the west side of Pier 45. This will provide a logical separation of the commercial and sport fishing fleets, while giving the sport boats a distinctive and easily accessible location that should enhance their business. In addition, future development of Pier 45 will almost surely involve some parking provisions, which the sport boats' customers could avail themselves of.

5) Pier 45

The huge area of Pier 45 does not figure in the specific proposals of the Mayor's Committee, except for the aforementioned sport fishing boat dock. It was the Committee's consensus that the uses recommended in the City's Northern Waterfront Plan for Pier 45 -- namely, housing, retail and entertainment -- are acceptable, provided that they meet the Northern Waterfront Plan's further stipulation that they be "in keeping with the waterfront atmosphere created by the Bay and the fishing activities." Such uses would also bring much needed revenue to the Port.

The Committee strongly advises, however, that before any development is undertaken on Pier 45, its impact on the surrounding area be thoroughly examined, particularly with regard to traffic.



SKETCH PLAN 1
Mayor's Citizens Committee for the Preservation and
Beautification of the Fisherman's Wharf Area

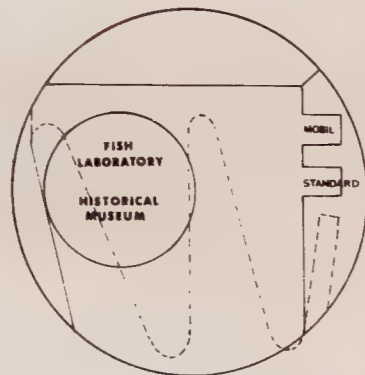
Scale 1" = 100'

PREPARED BY ALESSANDRO BACCARI
AND ASSOCIATES



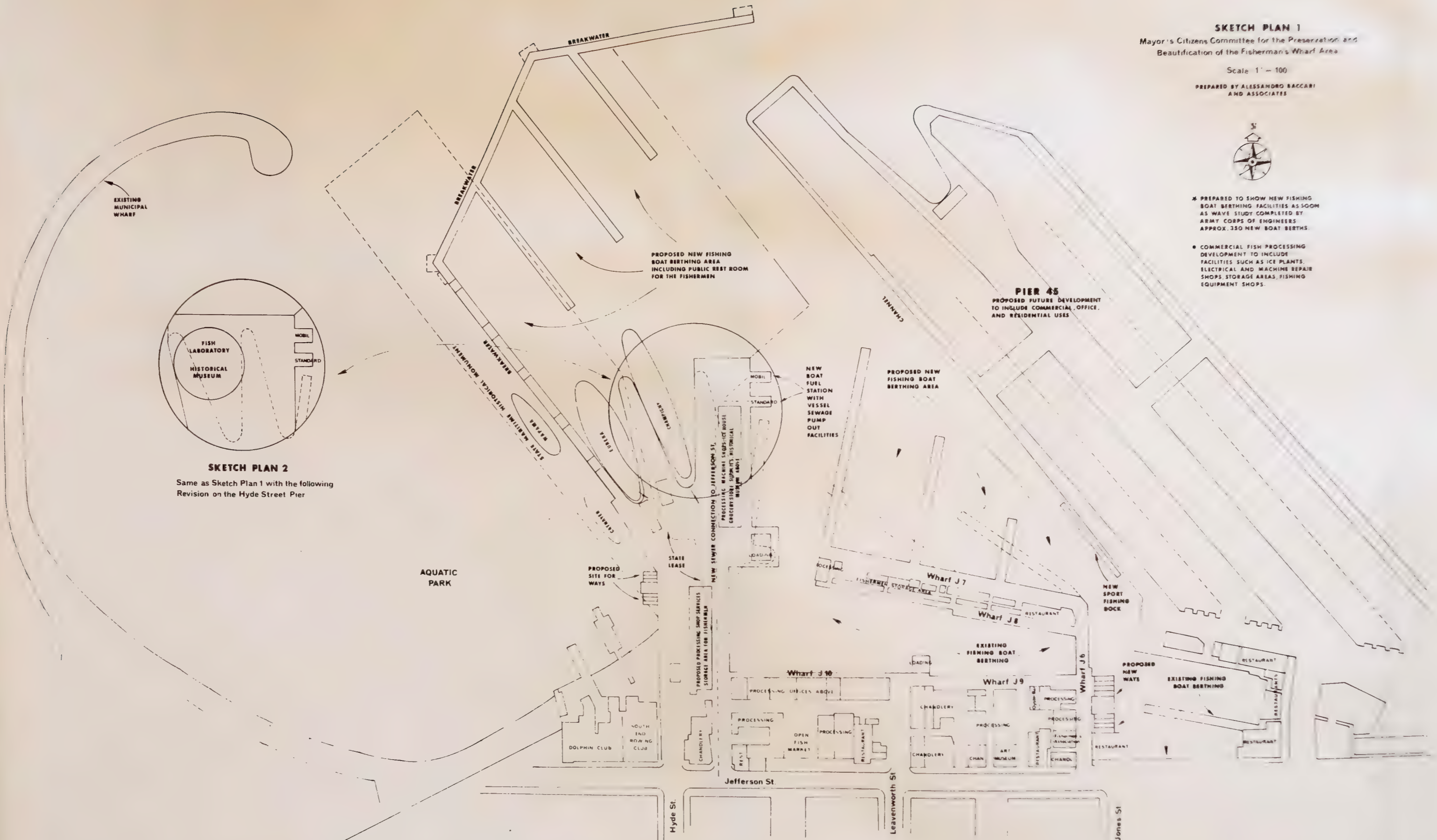
* PREPARED TO SHOW NEW FISHING
BOAT BERTHING FACILITIES AS SOON
AS WAVE STUDY COMPLETED BY
ARMY CORPS OF ENGINEERS
APPROX. 350 NEW BOAT BERTHS.

• COMMERCIAL FISH PROCESSING
DEVELOPMENT TO INCLUDE
FACILITIES SUCH AS ICE PLANTS,
ELECTRICAL AND MACHINE REPAIR
SHOPS, STORAGE AREAS, FISHING
EQUIPMENT SHOPS.

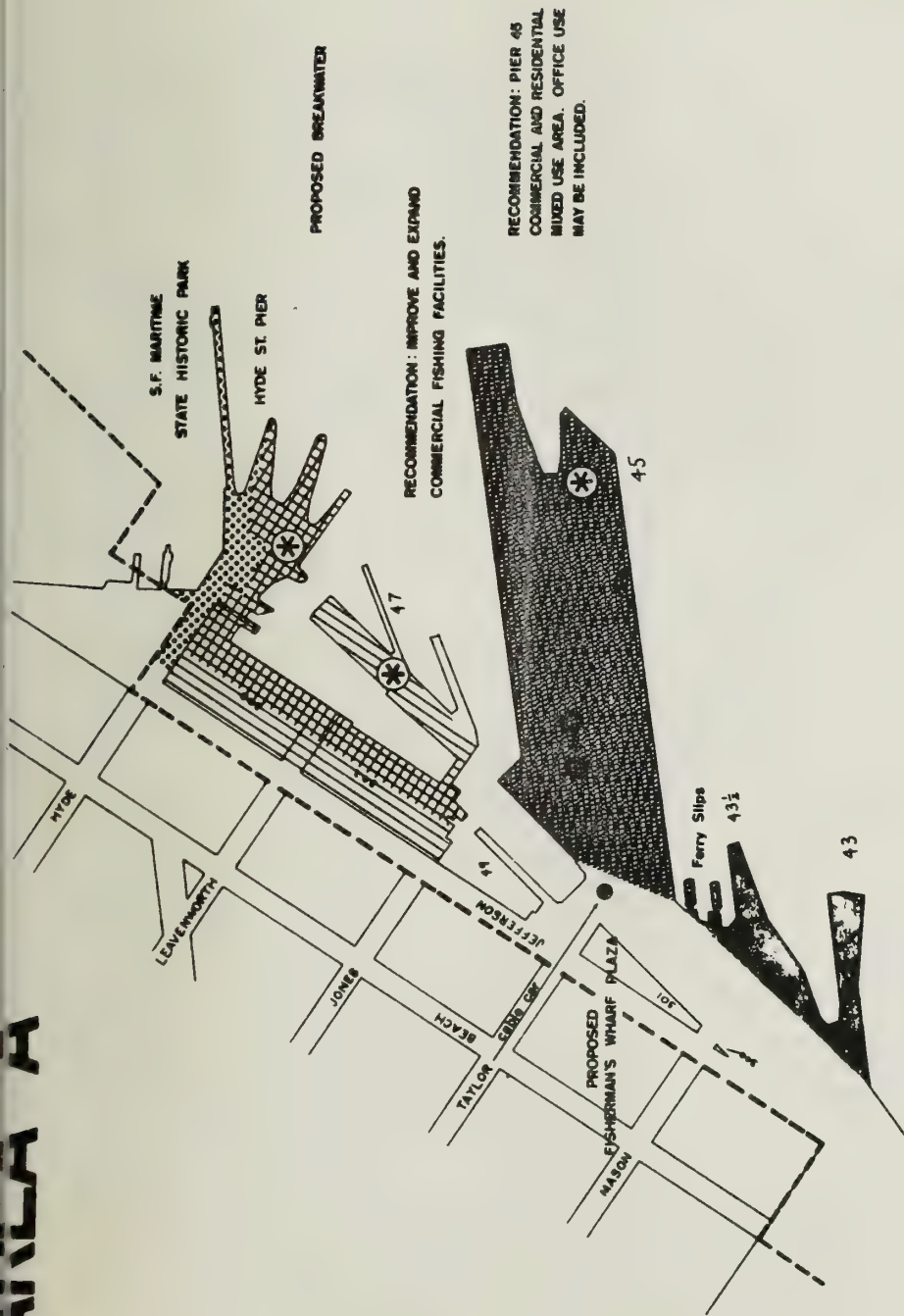


SKETCH PLAN 2

Same as Sketch Plan 1 with the following
Revision on the Hyde Street Pier

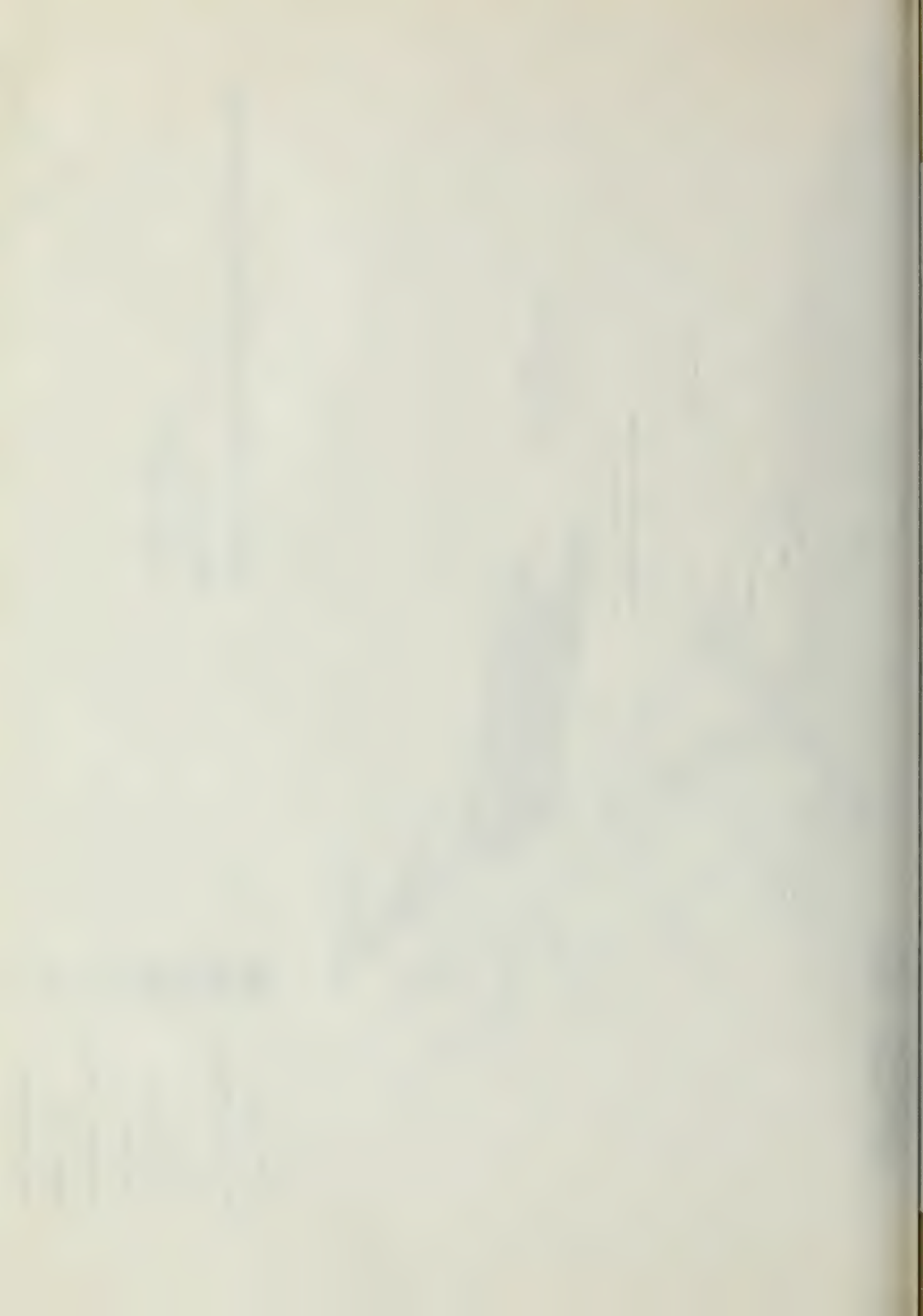


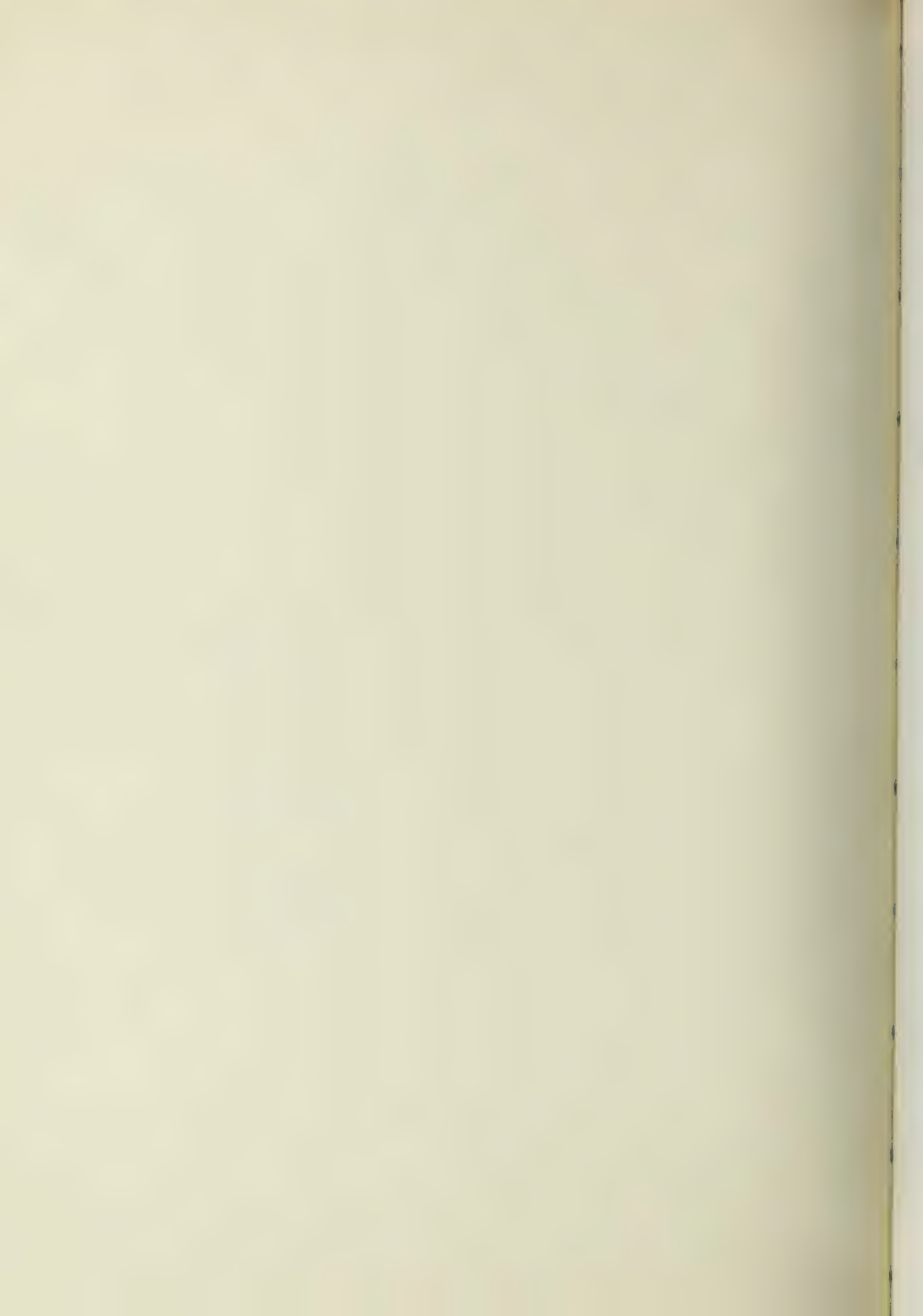
The BCDC Waterfront Advisory Committee and the Port of San Francisco have adopted the basic concepts of the Mayor's Committee development plan in their own planning for the area.



BCDC Waterfront Advisory Committee

March 1974





V. PLANNING FOR OVERALL AREA

A. Need to Look at Fisherman's Wharf Area as a Whole

Although the first priority of the Mayor's Committee was preservation of the fishing industry, there was constant thought and consideration to the relationship of the industry sector to the Fisherman's Wharf area as a whole, and to planning needs in that larger area, which stretches from Van Ness to Powell and from Bay Street to the waterfront.

By talking with people in this entire area, representing a wide variety of enterprises and walks of life, the Committee learned not only how strongly they feel about having a living, working Wharf, but also what they see as the principal needs of the area as a whole.

The major concerns were for better public transportation, improvement of the overall appearance of the area while retaining its historic waterfront character, and greater coordination of planning efforts and public works. These, in turn, were given special attention by the Mayor's Committee, leading to the findings and recommendations described in the following sections.

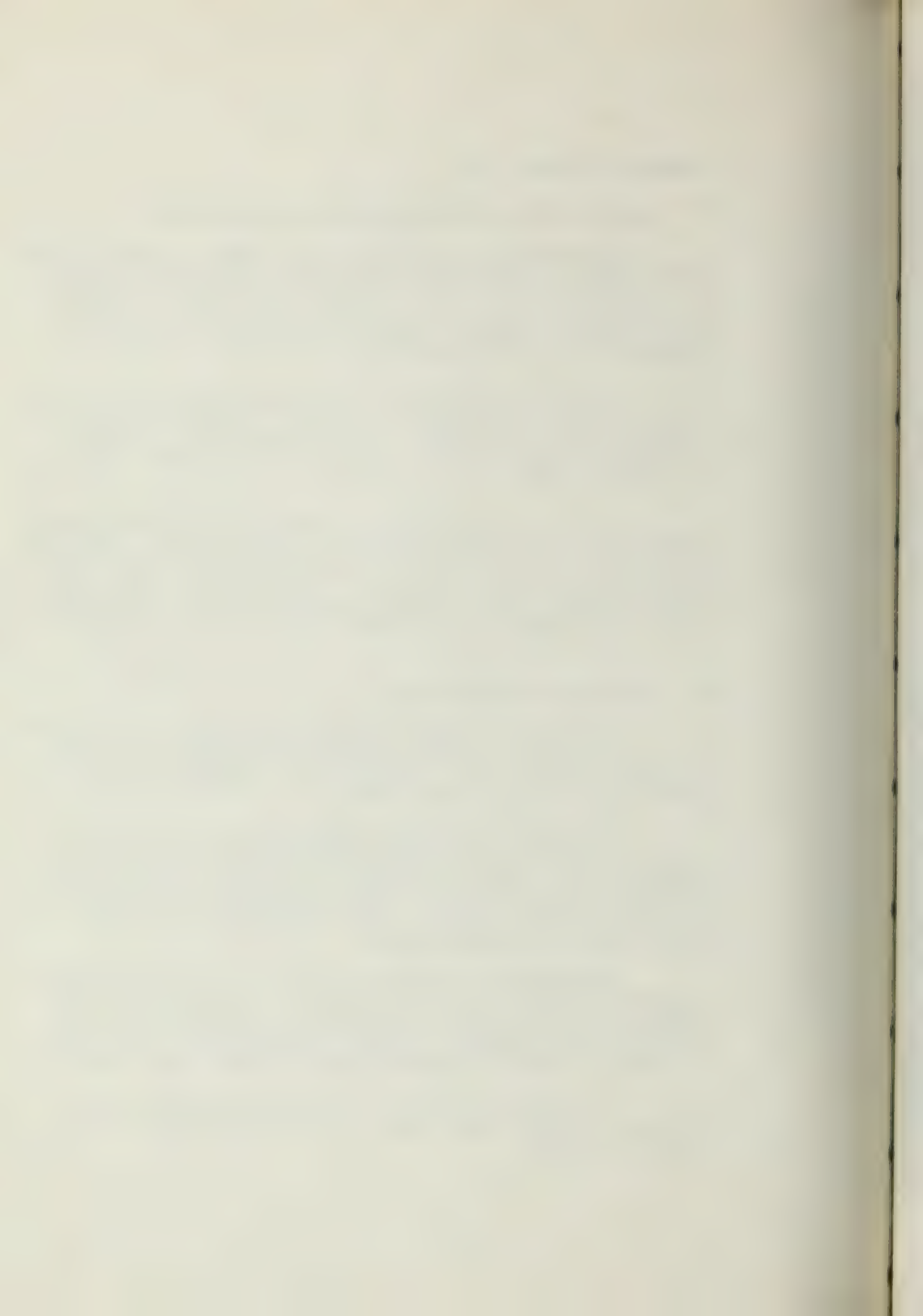
B. Traffic and Transportation

One of the comments frequently heard about the Fisherman's Wharf area is that it suffers from traffic congestion, and some have expressed fears that a buildup of the fishing industry will present new problems in this regard.

The Committee therefore arranged for a professional traffic study of the Wharf area, believed to be the first ever conducted. The study had two aims: to determine whether there is any conflict between the fishing industry and the tourist industry in terms of traffic; and to pinpoint the nature and cause of any existing congestion.

Round-the-clock counts were made of both vehicular and pedestrian traffic in the area bounded by Van Ness Avenue, Bay Street, and the Embarcadero, and both area businesses and fish processors were surveyed to determine their hours of operation and amount of vehicular movement related to their businesses.

The study was carried out during the height of the 1973 summer tourist season when traffic can be assumed to have been at a maximum.



The findings showed that up to approximately 11 a.m. each day there is scarcely any traffic at all in the area; that the only congestion occurs in mid-afternoon, particularly on weekends, when tourist/visitor traffic is at its peak; and that fishing industry vehicles are not a contributing factor, since nearly all industry activities are completed before 11 a.m., while tourist/visitor traffic does not really begin until after that hour.

Thus, even with a substantial expansion of the fishing industry, no conflict is anticipated with tourist/visitor traffic.

Further findings were that, even at peak hours, traffic volume in the area is no greater than that of any other medium-intensity shopping/commercial district of San Francisco (such as Union Street or Polk Street), and that traffic back-ups result not from vehicular volume alone but from the combination of pedestrians and vehicles competing for right of way at certain key intersections, namely Jefferson and Taylor, and Beach and Hyde.

A summary of the traffic study can be found at the end of this section, while complete findings and methodology are included in the appendix. There are also a number of pertinent comments regarding traffic among the survey results in the appendix.

While vehicular traffic may not be as great a problem as it appears, the Committee favors further traffic analysis by the City to improve vehicular and pedestrian circulation in the Wharf area, possibly involving new one-way street designations.

Also, there is no question but that improved public transport to Fisherman's Wharf would reduce the number of private vehicles entering the area. The Mayor's Committee therefore took an overall look at transit service to the Wharf, and held several meetings with Municipal Railway officials to explore possible improvements.

The Committee found that the Wharf area in general is well serviced by a number of transit lines originating in various parts of the downtown area, but that these are heavily used and needed by San Franciscans making intervening stops en route to work, shopping, etc.

Consequently, one recommendation of the Committee is that consideration be given to express shuttles from downtown which could be used by those going directly to the Wharf while relieving peak hour loads on regular transit lines.

Another recommendation concerns extension of the Powell/Mason cable car line, which presently leaves its passengers at Taylor and Bay Streets, three blocks from their destination at

Fisherman's Wharf. While it had been the MUNI's plan to bring the line two blocks closer by building a new terminus at Taylor and Beach, the Committee pointed out that the Taylor/Beach site would require acquisition of privately-owned land, whereas city-owned property had recently become available through the closing of the Standard service station at the northeast corner of Taylor and Jefferson.

Moreover, this location, which would bring visitors all the way to the Wharf, is indicated in the City's Northern Water-front Plan for the new cable car terminus.

Following discussions with the MUNI, and with the cooperation and agreement of the Port, the Taylor/Jefferson site became a part of the city's Transit Improvement Program package, which has now been forwarded to Washington for approval of 80% federal funding.

The cable car extension is cited here not only as one of the Committee's recommendations, but also as an example of what can be accomplished when city departments and local citizens work together toward a common goal.

SUMMARY TRAFFIC REPORT FOLLOWS THIS SECTION

SUMMARY REPORT: A STUDY OF
VEHICULAR AND PEDESTRIAN TRAFFIC
IN THE FISHERMAN'S WHARF AREA

Prepared for:

Fisherman's Wharf Merchants Association

By:

Robert E. David
2634 Franklin Street
San Francisco, Ca. 94123

18 September 1973

SUMMARY OF FINDINGS

The data compiled in this study, together with on-site observations of cause-and-effect relationships in Fisherman's Wharf area traffic as described herein, present several clear-cut findings. In reference to the conclusions listed below, it should be noted that the study was conducted during the height of the summer tourist season, when Fisherman's Wharf traffic can be assumed to be at its maximum. During the remainder of the year, the volume of traffic, and any congestion, would be considerably less.

1) The area is not without traffic problems, as manifested by queueing of vehicles on certain streets during certain hours. However, the problems, such as they are, are by no means present around the clock, nor are they related primarily to the number of vehicles. The main cause of congestion was found to be conflicts between pedestrians and autos at two key intersections -- Jefferson and Taylor, and Beach and Hyde.

2) In terms of volume, vehicular traffic in the Fisherman's Wharf area was found, during the period of the study, to be no greater than that occurring in other medium-intensity shopping and commercial areas of San Francisco.

3) Although Fisherman's Wharf traffic reaches a peak in mid-afternoon, it is extremely light before 11:00 a.m. (the start of the lunch period), and after 9:00 p.m. (the end of the dinner period). In other words, there are few visitors at Fisherman's Wharf in the morning and in the late evening (when most shops are closed and little or no "night life" is available). Concomitantly, there is an abundance of parking availability

during the morning and late evening hours, even on the streets, where parking spaces are at a premium during the peak period.

4) Consequently, no conflict whatsoever could be seen between tourist/visitor traffic and that related to the commercial fishing industry, which completes nearly all of its pickup and delivery operations prior to 11:00 a.m. The same can be said for most other service traffic related to Fisherman's Wharf enterprises, such as deliveries of bread and other supplies to restaurants, etc. After 11:00 a.m., there is very little truck traffic at Fisherman's Wharf; it is composed almost entirely of private automobiles of those visiting restaurants and shops, or merely sightseeing.

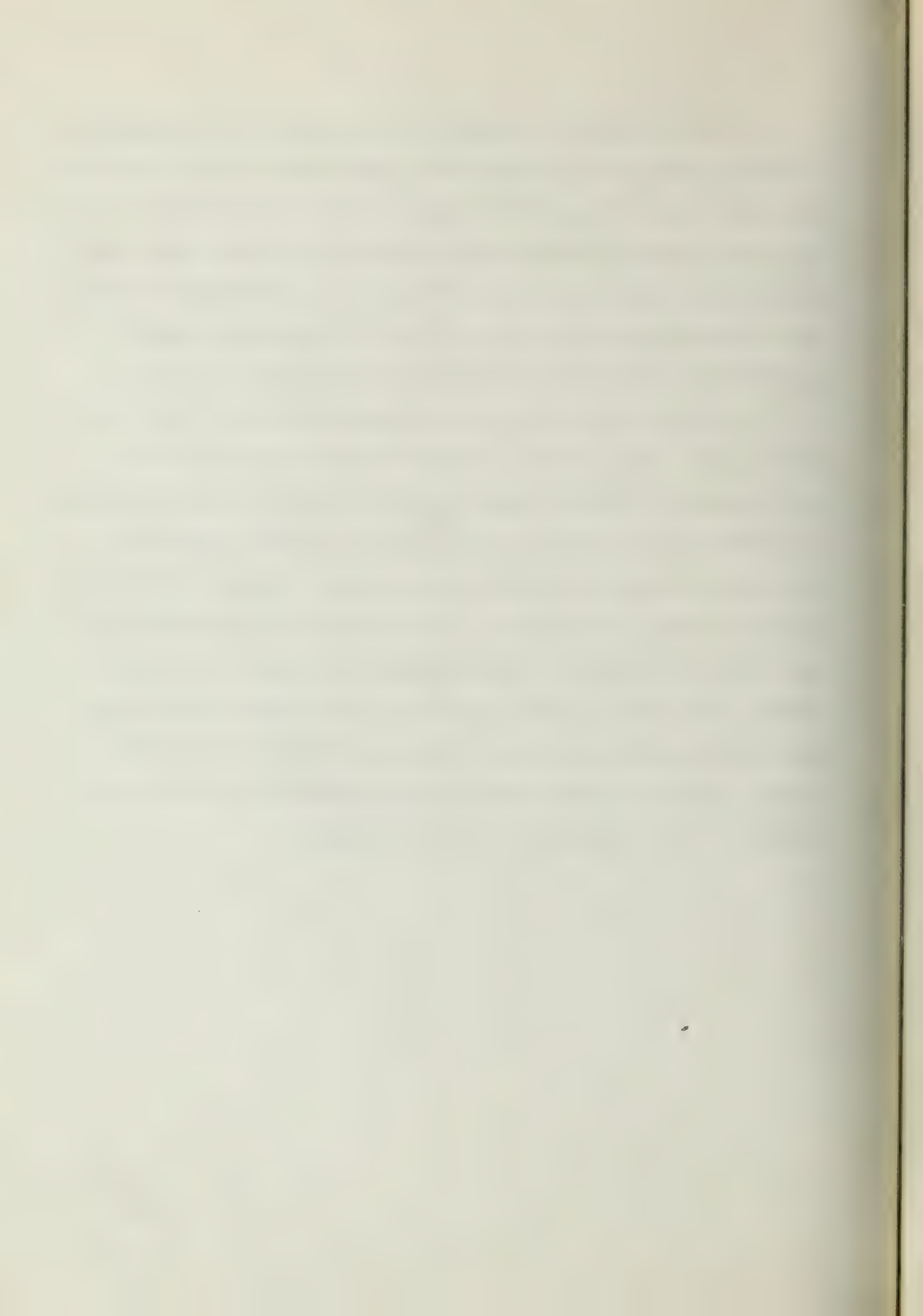
5) The heaviest traffic occurs on Sunday afternoons, when there is no commercial traffic such as that related to the fishing industry and other enterprises.

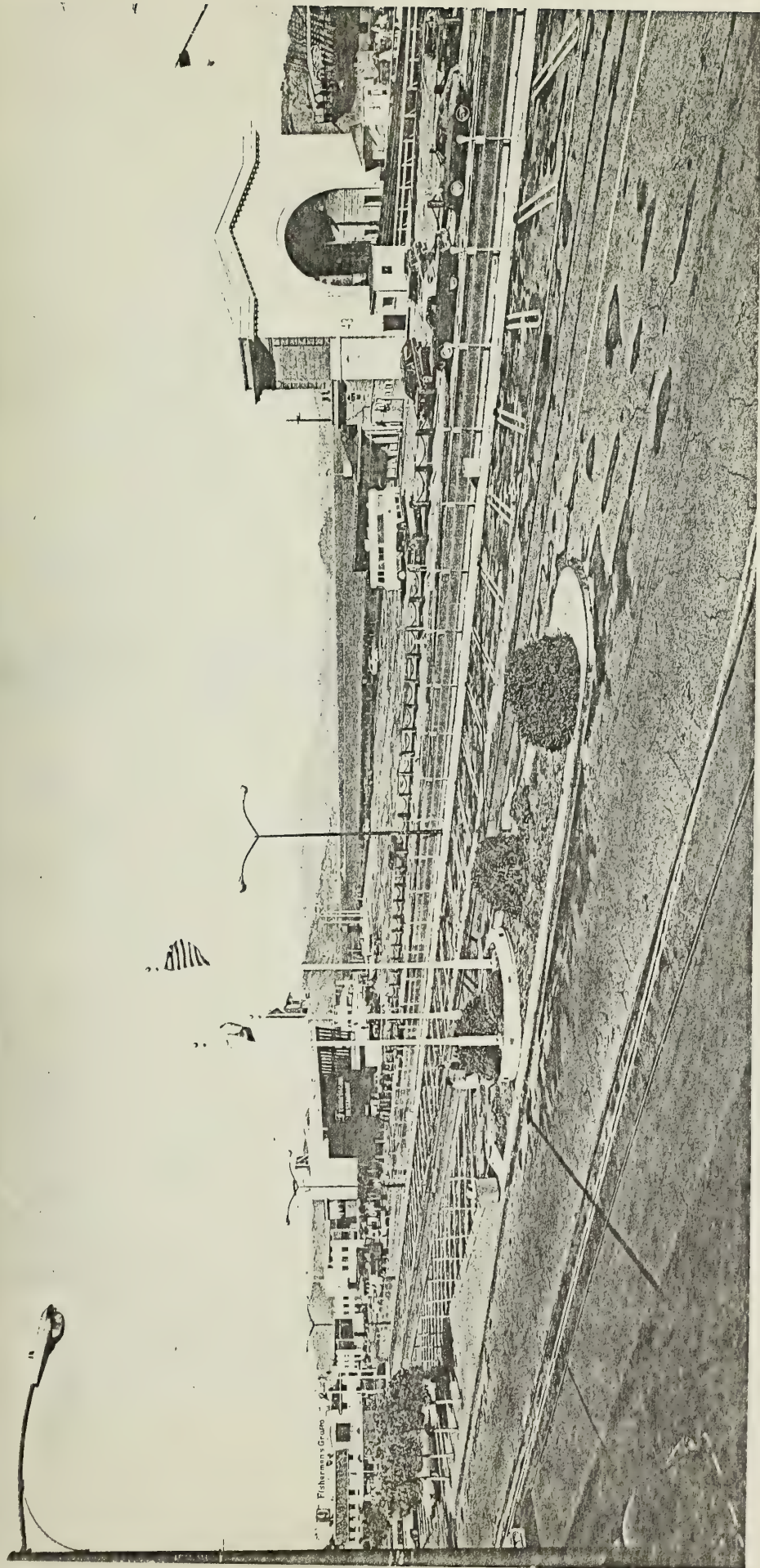
6) Such congestion as does occur during peak hours was found to be caused primarily by the large number of pedestrians -- both those who have arrived by public transportation and those who have left their cars -- who often obstruct the flow of vehicular traffic at certain "trouble spots." Vehicles seeking to make turns, or to enter parking lots or garages, are delayed in doing so by the heavy flow of pedestrians, which in turn causes traffic to back up behind them.

7) The volume of traffic is made artificially greater by vehicles which cruise the area traversing the same streets again and again in search of on-street parking in preference to somewhat higher priced and more complicated private parking. Since this occurs primarily during the peak hours, when on-street parking is scarce, it adds to the pedestrian-caused congestion.

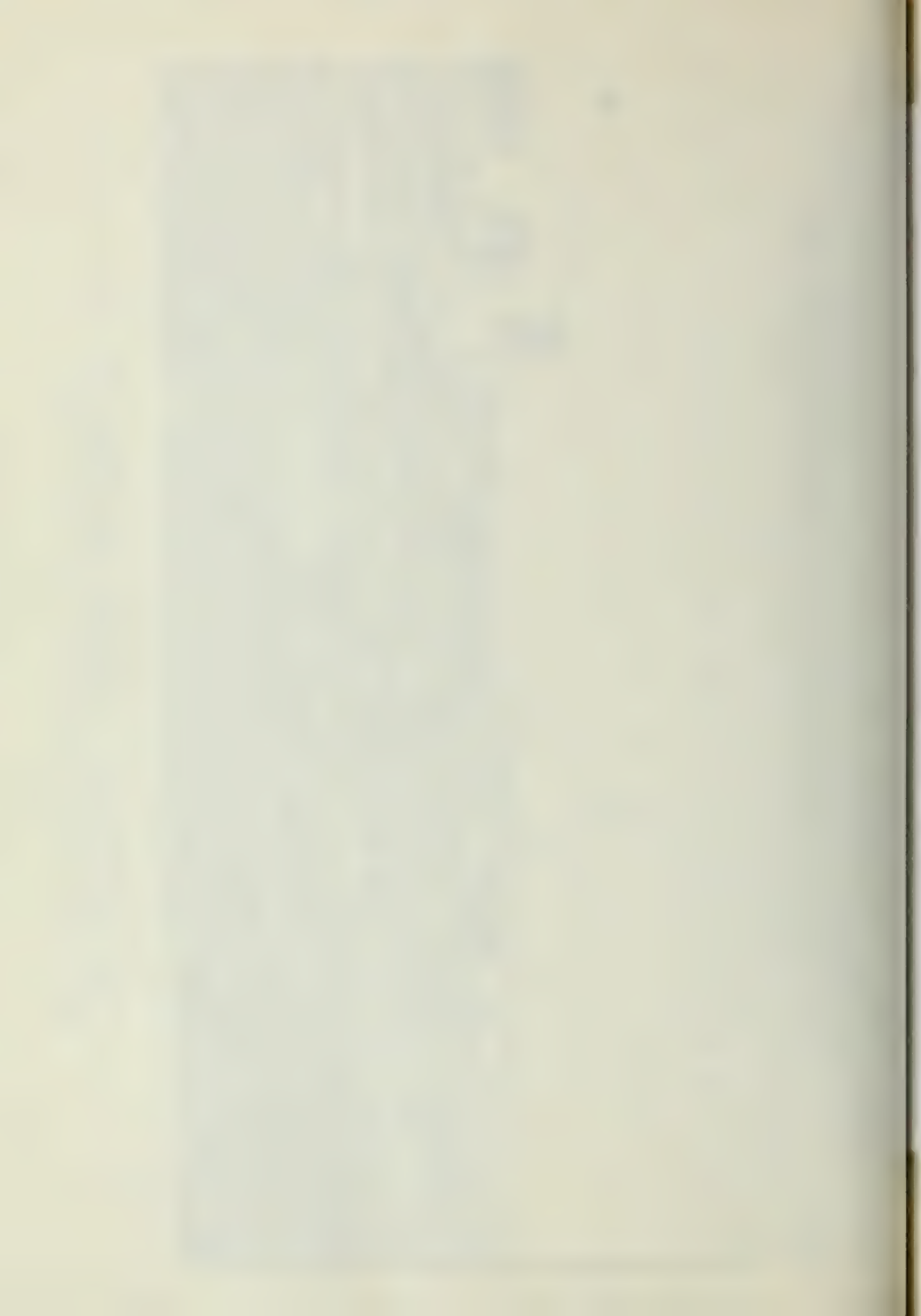
8) Since the number of vehicles is not excessive, even at peak hours, any solution must come in improving the flow of vehicles, particularly by reducing or eliminating conflicts between pedestrian and vehicular traffic. This might be done by converting one or more of the busiest blocks (such as Jefferson Street between Jones and Taylor) to a pedestrian mall during peak afternoon hours; by widening sidewalks in certain key areas; by prohibiting turns at certain intersections during specific hours; etc.

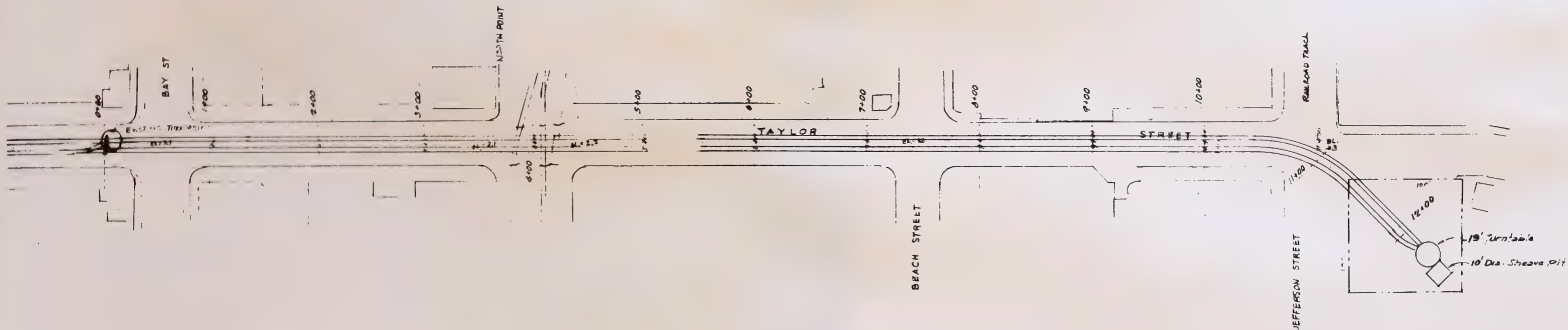
9) To sum up, anyone who visits Fisherman's Wharf at 3:00 p.m. on a Sunday in mid-summer might well conclude that the area has a serious traffic problem. However, deeper investigation has shown that congestion is limited to a few afternoon hours, that it is directly proportional to the number of pedestrians in the area, the largest volume of which occurs during the summer tourist season. This observation is supported by the fact that, in the event of inclement weather, the traffic flows more smoothly, due to the substantial decrease in the number of pedestrians, even though the vehicular traffic volume may be essentially the same. Finally, it was clear that congestion is not related in any way to the commercial fishing operations of Fisherman's Wharf.





Parking at Fisherman's Wharf is no problem in the morning. There is ample space for vehicles of those in the fishing industry, who complete their work by 11 a.m. Bulk of tourist/visitor traffic does not arrive until mid-afternoon.





STUDY PLAN
 FISHERMAN'S WHARF
 PROPOSED CABLE CAR TRACK EXTENSION
 Scale: 1" = 40'-0"
 SK-740104 RE

C. Architectural Design

The questionnaires distributed by the Mayor's Committee among all enterprises in the area -- restaurants, hotels, shops, offices, and other businesses as well as those in the fishing industry -- showed great concern about the overall "look" of the area, the dangers of overbuilding, and a loss of authenticity. Many of the comments along these lines may be found in the survey results reproduced in the appendix to this report.

There was also a feeling of helplessness and frustration about this situation, as well as an uncertainty about where to turn for official assistance, particularly where Port and City jurisdiction conflicted or overlapped.

The needs thus expressed are therefore for better coordination of planning, closer scrutiny of growth and development, better communication between local interests and public agencies, and concrete steps to improve the appearance of the area in accordance with the traditional look that all feel is most desirable for the area.

Several basic ideas for achieving this emerged from the questionnaire responses:

1) Architectural Review Committee

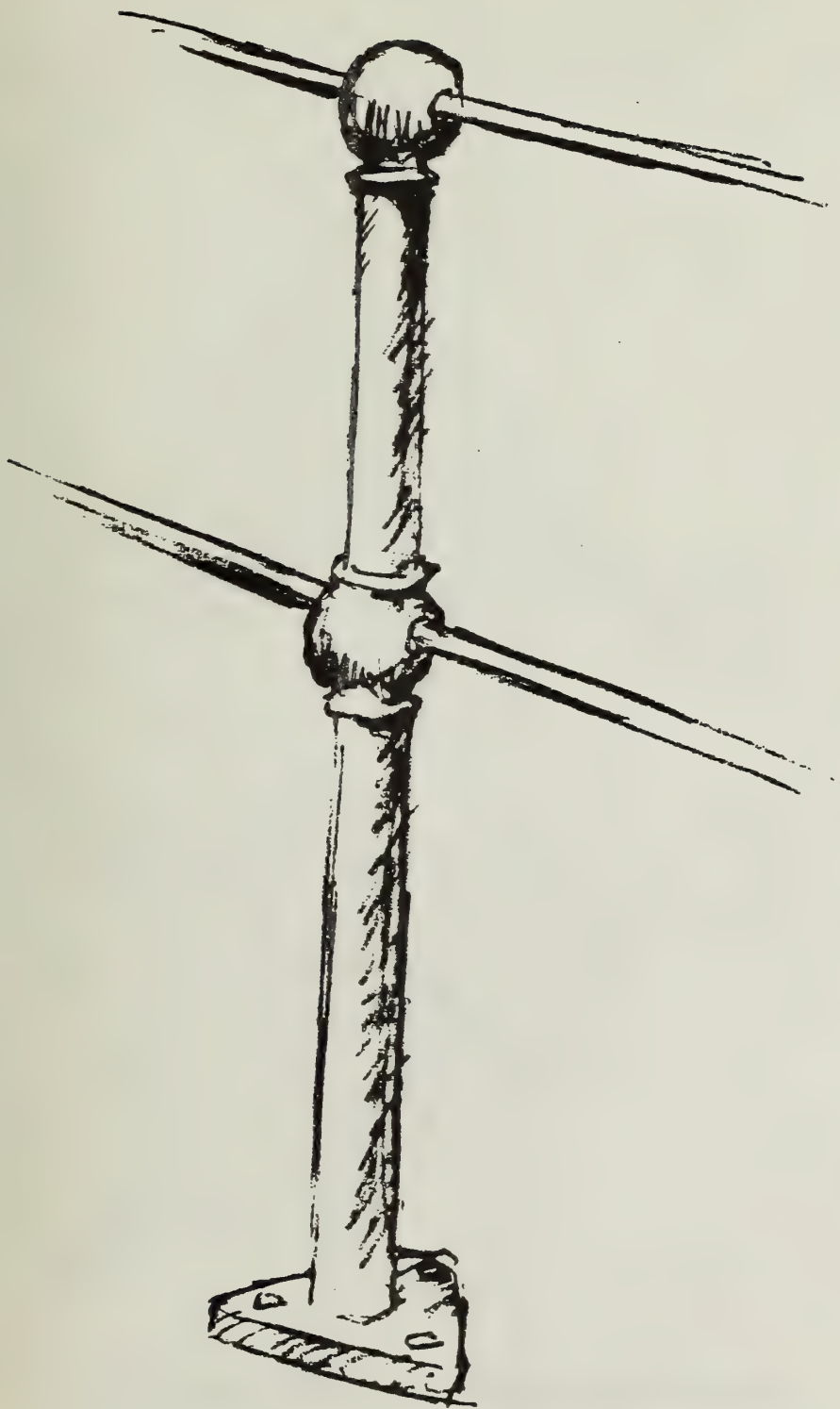
The Mayor's Committee found among those in the area widespread support for the concept of an Architectural Review Committee, composed of both local interests and City professionals, to which all plans for new construction, building facades, and major advertising signs would be submitted. It is believed that this would help prevent future architectural "mistakes," and would encourage modifications on existing structures to the esthetic benefit of the area.

2) Waterfront Street Furnishing

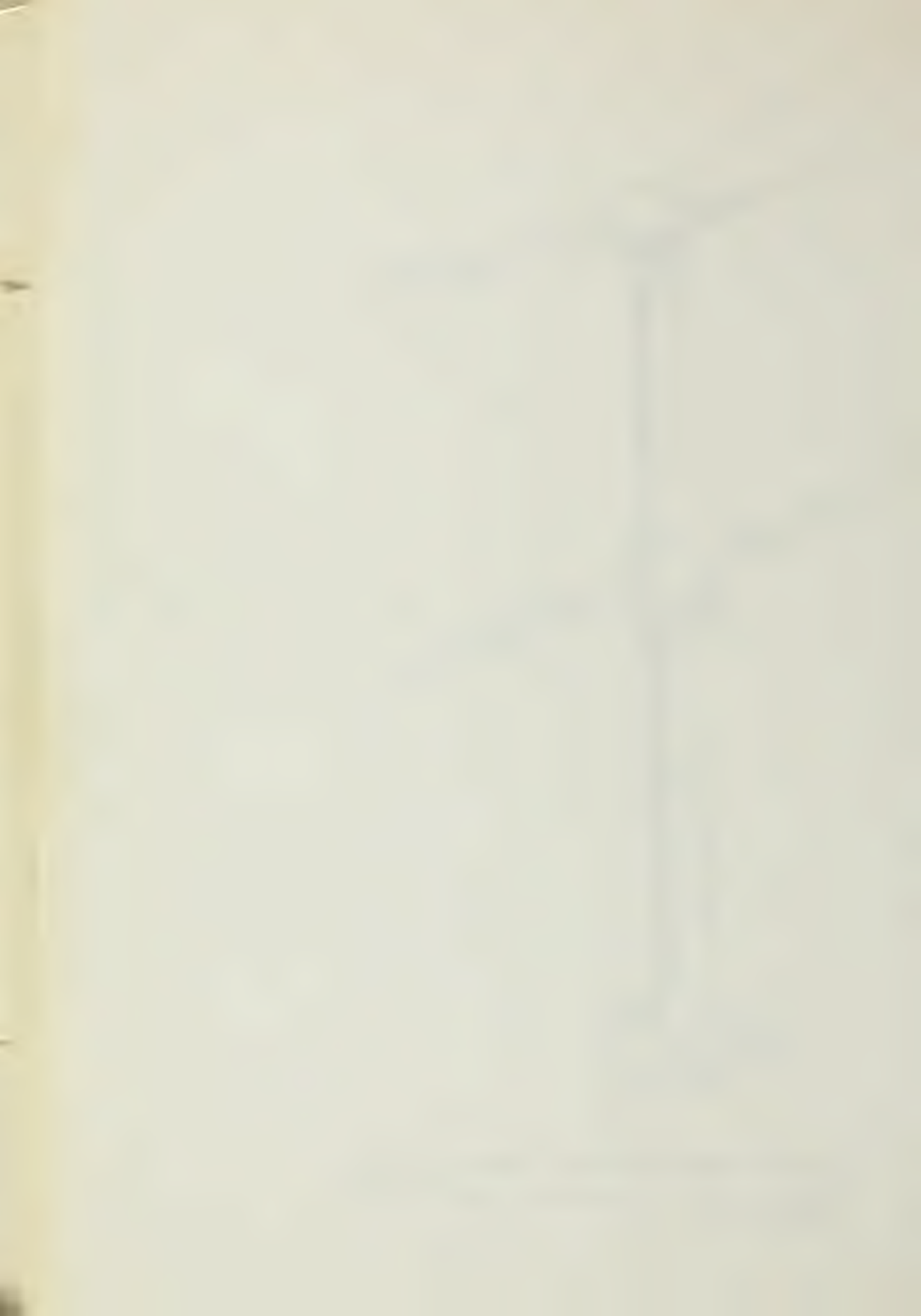
With respect to the waterfront blocks, the Committee gathered ideas from a number of sources, including architects, students, and the City Planning Department as well as those in the area. The basic concepts on which most agree involve a blending of existing structures with embellishments designed to restore an authentic nautical feeling to the waterfront.

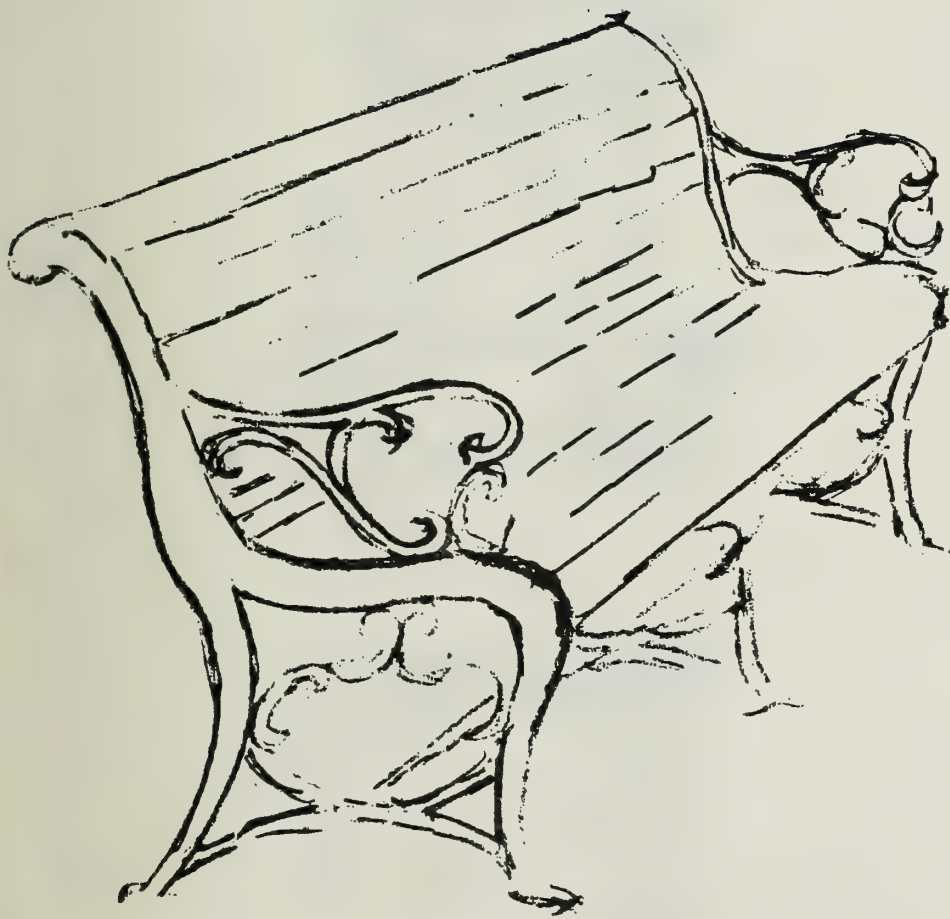
Among the elements suggested are plank walkways, use of nautical relics for decorative and utilitarian purposes, and planting of trees and flowers associated with the Italian homeland of many of the fishermen.

Suggested ideas for waterfront street
furnishings as submitted by the
San Francisco Maritime Museum.



A simple stanchion makes a good looking rail.
(Original brought from Canary Islands on the
EPPLETON HALL)

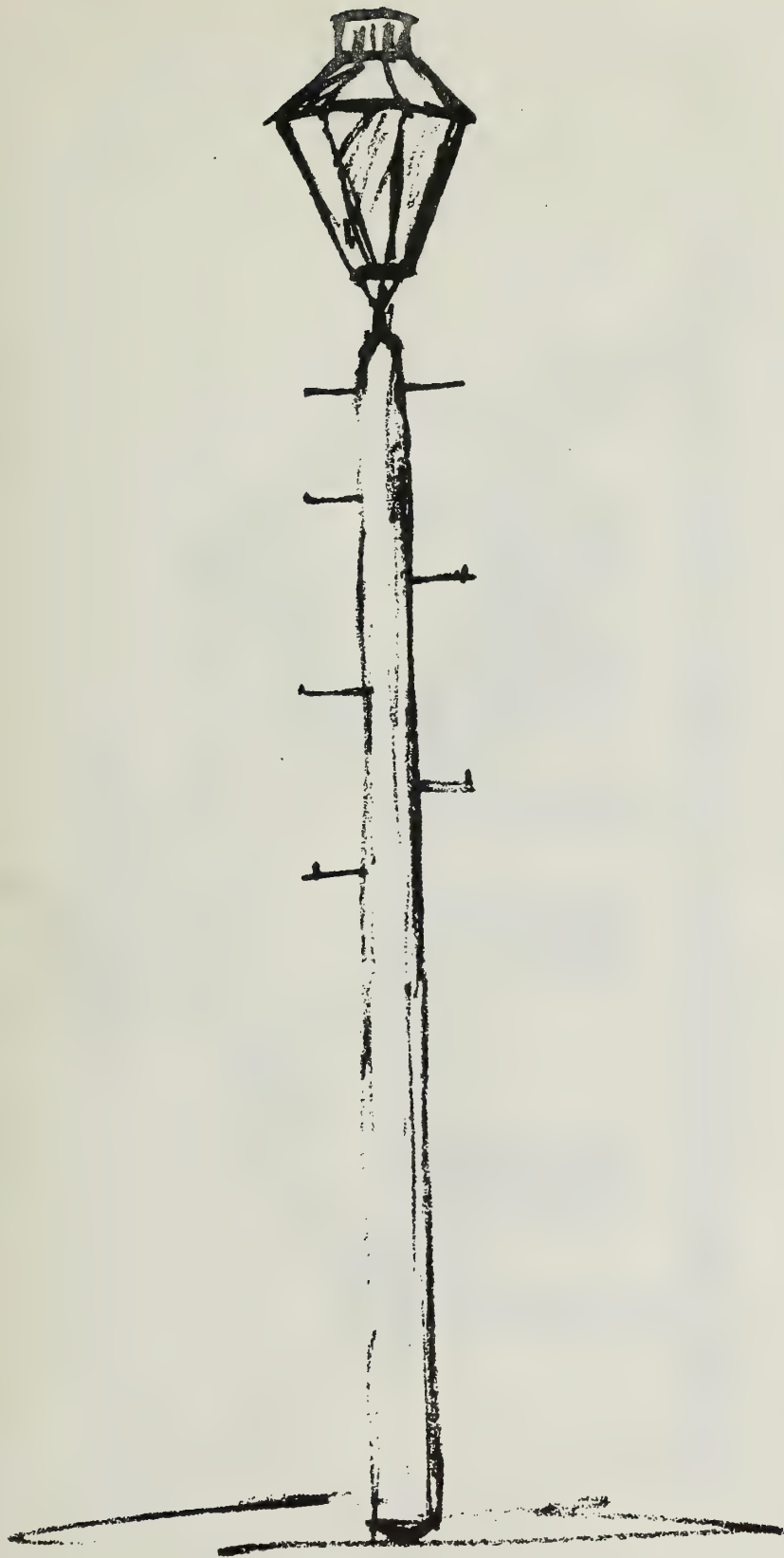




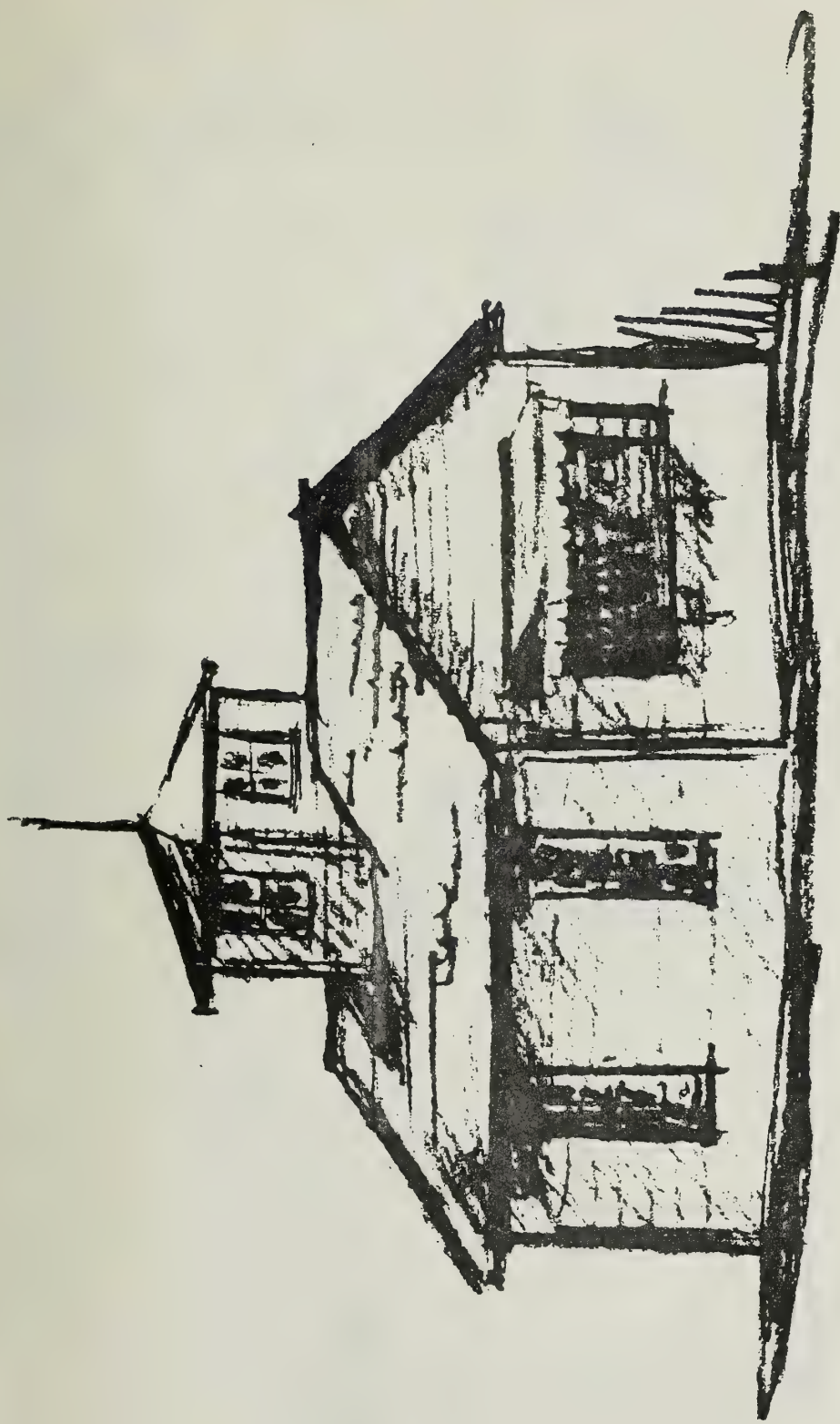
The most comfortable bench ever designed.
(Designed in the last century, some improvements added in this by the Maritime Museum.)



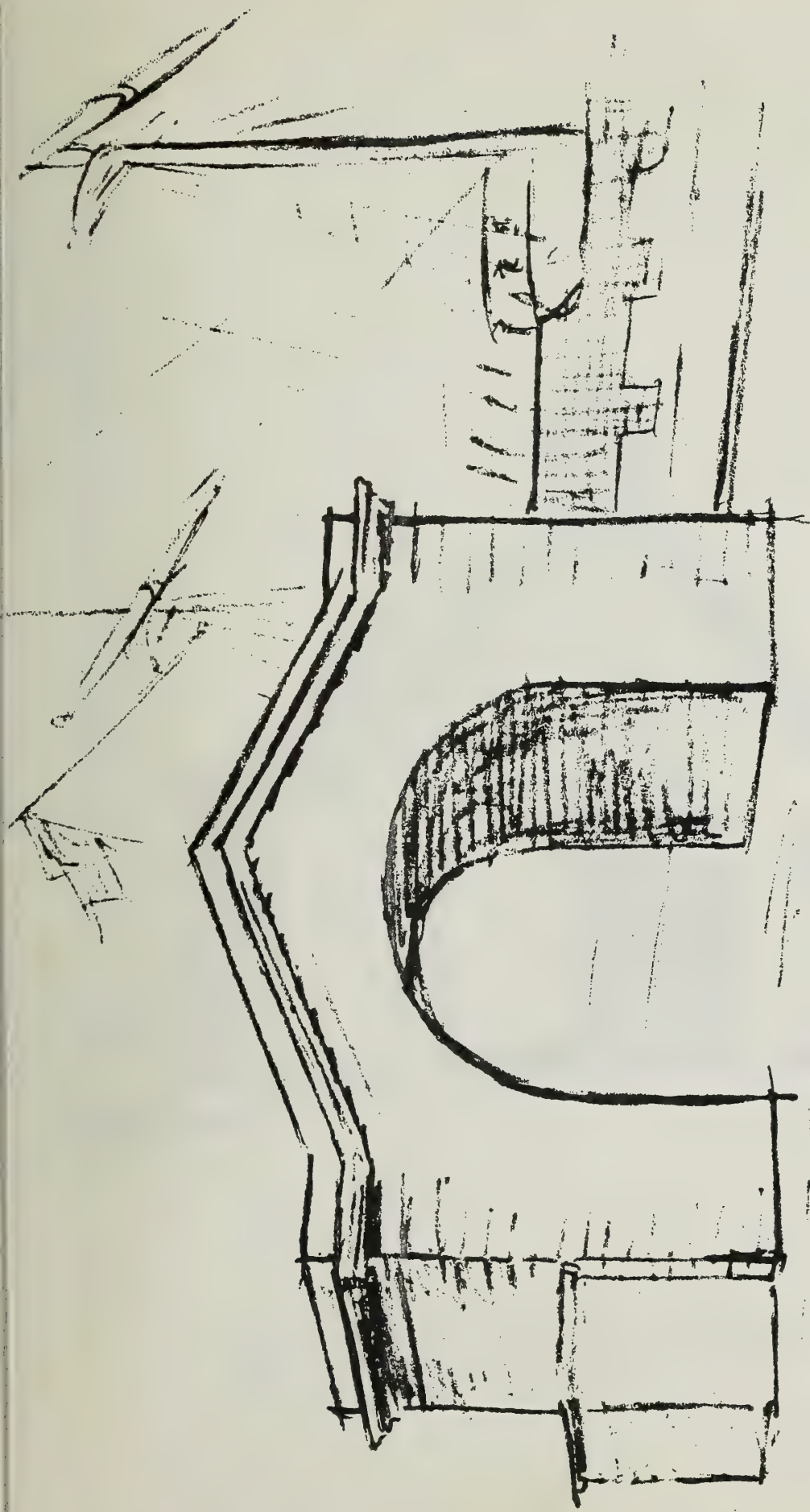
A "finial" at the end of the finger pier.
The original stood behind the Ferry
Building until it burned down.



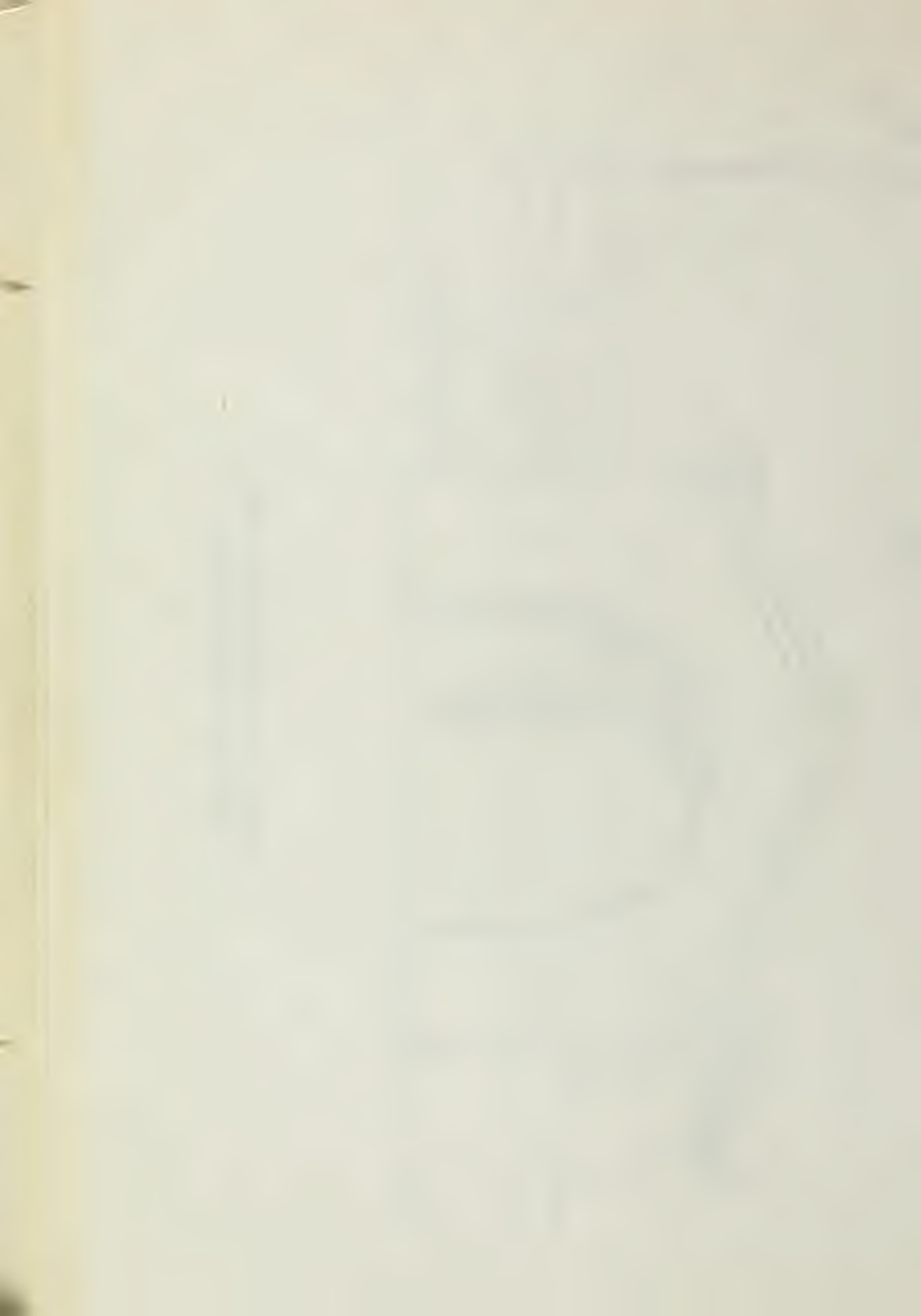
A lamp on a wooden pole (pole a little irregular--not slick)



The old San Francisco waterfront had some handsome small buildings of simple design.



The Big Arch near the BALCLUTHA
is a handsome design element.





A good looking ferryboat terminal (original stood on waterfront at Vallejo).

The basic design concepts on which most agreed involved a blending of existing structures with embellishments designed to restore an authentic nautical feeling to the waterfront.

The drawing on the next page is an artist's concept of a view of "Fish Alley" from Jefferson Street at the entrance of the Hyde Street Pier.



3) Street Lighting

Street lighting was a concern from both the viewpoint of security and that of esthetic appeal. Present fixtures display no uniformity, with different designs used on Port and City property. This subject was discussed with the City Planning Department, which offered very helpful suggestions regarding distinctive lighting fixtures for the area (see appendix), and promised future cooperation in implementing many of the design concepts.

This was just one instance of the assistance and encouragement provided by the Planning Department throughout the work of the Mayor's Committee. The Department expressed complete agreement with the Committee's approach of deriving its ideas from the views of the people, and in addition to suggestions and guidance even offered staff assistance in refining and particularizing the Committee's plan.

D. Hyde Street Sewer Outfall Consolidation Project

While the Mayor's Committee was in session, a plan of far-reaching importance for the Fisherman's Wharf area came to its attention. The plan was for a new sewer system to permit shutdown of the Hyde Street pumping station, which presently empties waste into the Bay in the area of Fisherman's Wharf and Aquatic Park. Involved was construction of twin sewer lines along Jefferson and Beach Streets which would divert sewage and rainfall to the North Point Treatment Center.

The project was important for several reasons: it would greatly improve the water quality in the fishing boat harbor; it would provide a means for channeling waste and refuse from the boats and processing operations out of the area for treatment; and it would eliminate instances of backup that a number of questionnaire respondents had cited as a cause of occasional unpleasant odors. But at the same time the sewer project posed a threat of serious disruption of the Fisherman's Wharf area for two years or more, due to the construction involved.

The Mayor's Committee therefore invited the Department of Public Works engineers responsible for the project to meet for discussions, and simultaneously organized a special committee to work with them toward expediting the project with the least possible amount of disruption to businesses and visitors alike.

The meetings of this ad hoc committee, which will continue as long as the project is in progress, brought together for the first time representatives of Public Works (both sanitary and

traffic engineering divisions), the Port, City Attorney's office, the Municipal Railway, the City Water Department, PG&E, and Pacific Telephone as well as a cross-section of Fisherman's Wharf area businessmen -- all with the single purpose of exchanging views and information and coordinating work schedules for a major project.

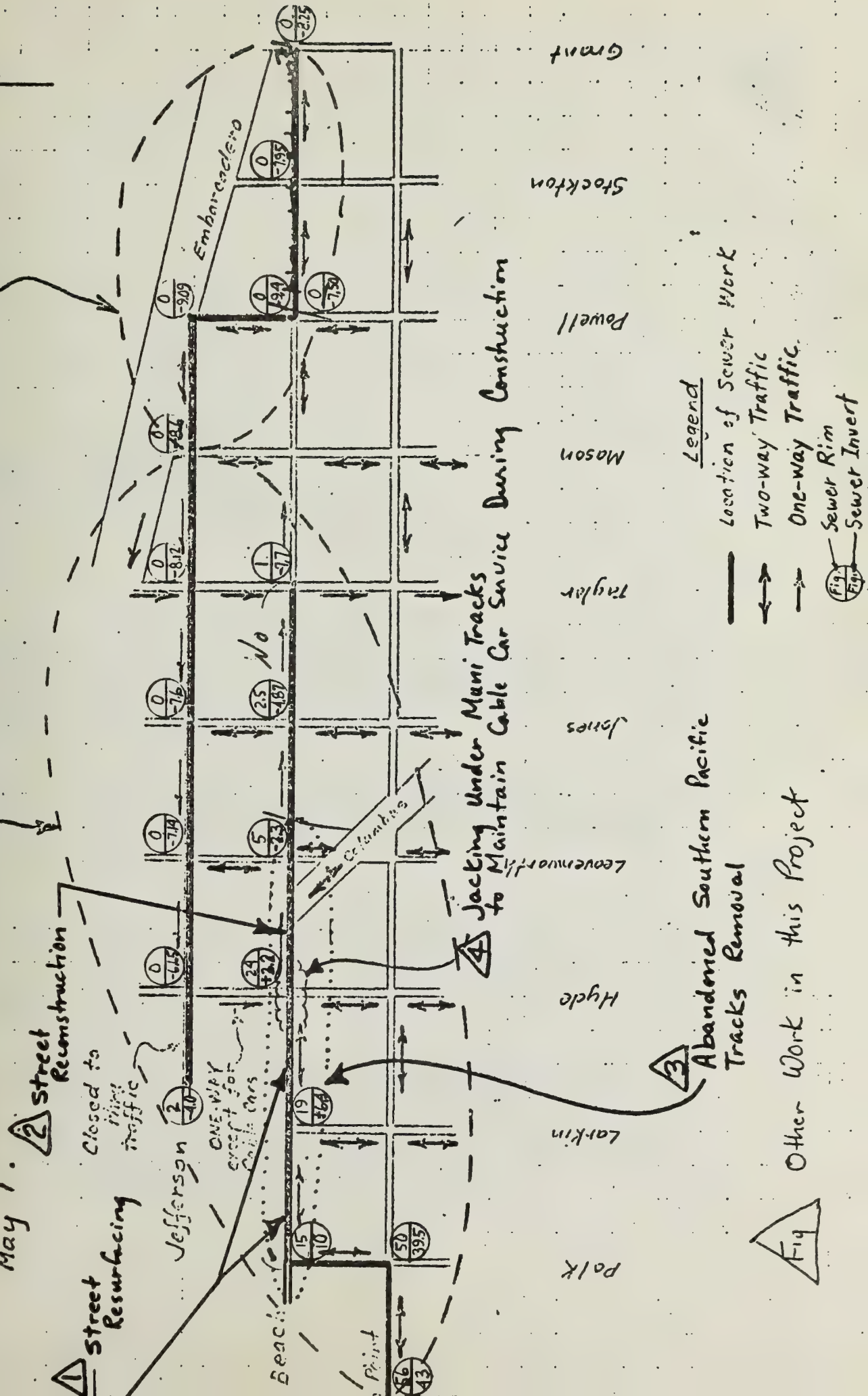
It was agreed that no work would be conducted in the heavily trafficked west of Mason Street area during the summer months, when most visitors arrive. Business and properties throughout the area were surveyed regarding their access requirements, and this information conveyed to Public Works. Accords were worked out between the Port and the City on various jurisdictional issues. The utilities were able to coordinate their work schedules so that holes are not filled and re-opened, as is often the case in the city. Debris is to be removed daily, rather than left to obstruct passage.

These are but some of the accomplishments that this approach was able to achieve. In addition, Public Works invited the committee to inspect the proposed job contract form and submit their comments and questions, which were fully answered. The final notice to bidders will bear a list of constraints reflecting all of the concerns expressed by local interests and other departments and agencies.

Not only has starting time for this project been expedited as a result of the Mayor's Committee's initiative, but the projected construction period will be shorter than anticipated.

The Committee sees this successful joint effort as a valuable model for similar projects elsewhere in the city, as well as a pattern for the kind of communication and cooperation that will be vital throughout the implementation of the plan it is proposing for Fisherman's Wharf.

Work to be performed during
the period October 1 through
May 1. A





July 30, 1974

The Honorable Joseph L. Alioto
Mayor of San Francisco
200 City Hall
San Francisco, CA 94102

Dear Mayor:

RE: Fisherman's Wharf Report

Throughout its study period, our Committee worked very closely with the U.S. Army Corps of Engineers on all matters relating to the proposed breakwater which all agree is indispensable for preservation of the fishing industry at Fisherman's Wharf.

The Corps supplied us with all previous documentation regarding the project, and the Committee in turn arranged for Corps personnel to meet with the fishermen for discussion of the surge problem and the type of breakwater needed.

Prior to this time, the Corps had five alternatives, involving various design configurations, under consideration. The input of the fishermen and others in the area resulted in a sixth alternative, which both the Corps and the Port have recognized as being the most effective and desirable.

A cost estimate for this alternative was prepared by the Corps in March of this year, and this figure, \$2.88 million, was subsequently included in Section VI of our report ("Costs and Funding"). A copy of the report was given to the Corps for their review before it went into final printing.

The Honorable Joseph L. Alioto
July 30, 1974
Page Two

Now we are informed by the Corps that the \$2.88 million figure was based on earlier estimates and no longer valid. The new estimate, reflecting current inflationary trends, is \$4.12 million.

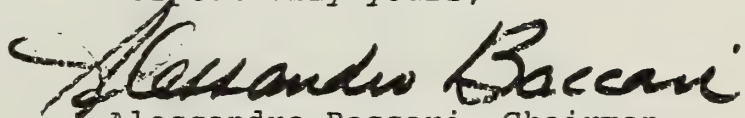
The Corps states that practical experience with the comparable Gas House Cove breakwater project was also a factor in revising the earlier estimate.

It should be noted that the new figure is still lower than any of the other construction alternatives with the exception of No. 4, which everyone has ruled out because it does not provide adequate protection.

Federal funding will still cover more than 80 percent of the cost. The local share will therefore be under \$800,000.

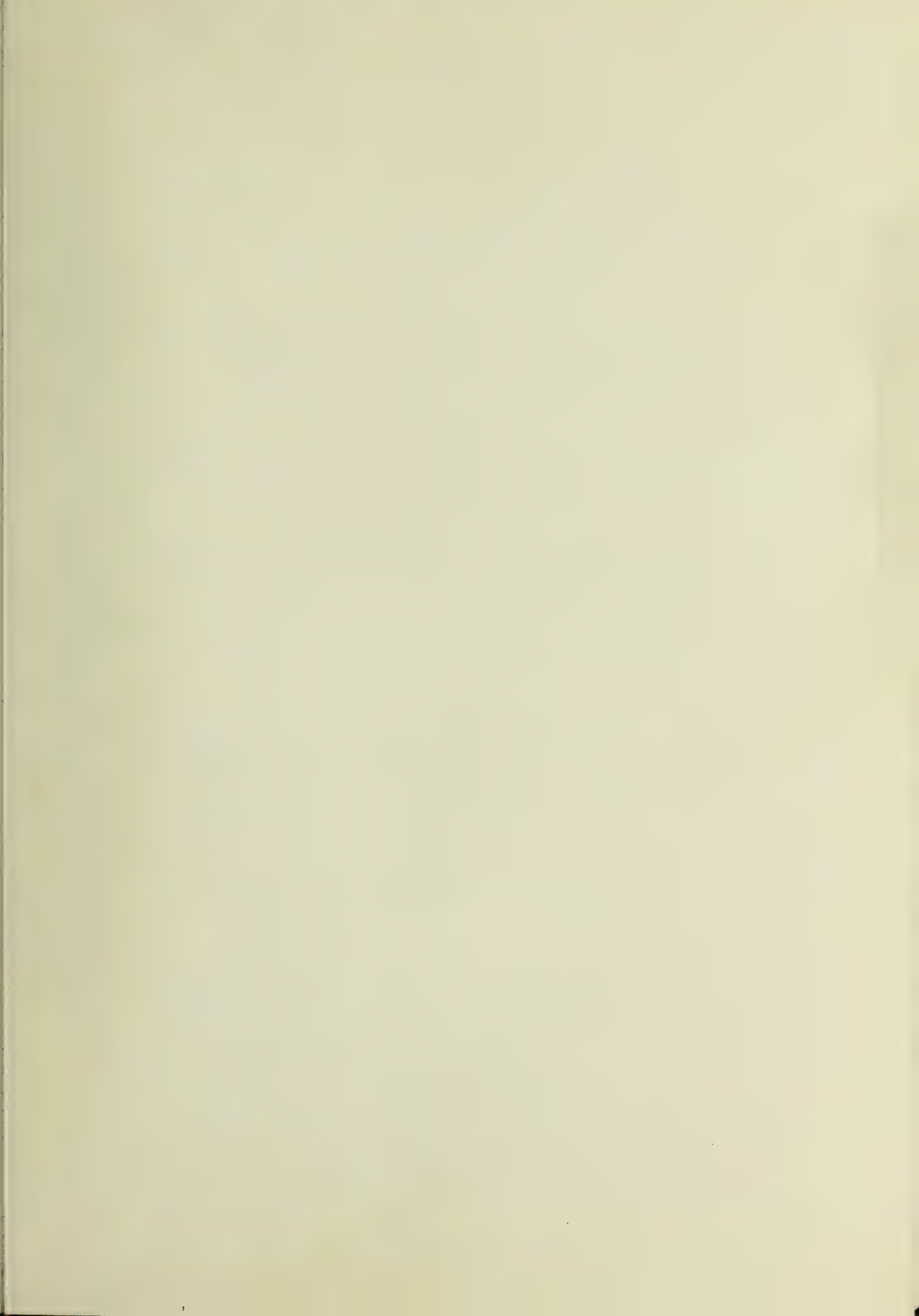
We thought that you should be informed of this development, and suggest that you correct your copy of the report accordingly.

Respectfully yours,

A handwritten signature in dark ink, reading "Alessandro Baccari". The signature is fluid and cursive, with a large initial "A" and a stylized "B".

Alessandro Baccari, Chairman
Mayor's Citizens Committee
for the Preservation and
Beautification of the
Fisherman's Wharf Area

AB:yj



VI. COSTS AND FUNDING

General upgrading of the overall Fisherman's Wharf area -- that is, outside of the fishing boat harbor -- depends more upon better communication and joint planning than upon cost factors.

For the improvement and expansion of the fishing boat harbor itself, as outlined in section IV, the Mayor's Committee gave due consideration to questions of cost and funding, but its conclusions in this regard are necessarily rough and subject to a professional economic feasibility study which it hopes will follow.

Cost estimate for the breakwater is that which was furnished by the Army Corps of Engineers for its Alternative Six, which is the design based on the views of the fishermen and articulated in both the Mayor's committee plan and that of the Port.

Cost estimates for rehabilitation of the Hyde Street Pier, new mooring facilities, and basic services (such as utilities, lighting, sanitary facilities, etc.) were prepared by the Port. As stated elsewhere in this report, however, the Port was unable at this time to estimate the cost of repairing and improving the existing processing and docking area of Fish Alley and the inner lagoon.

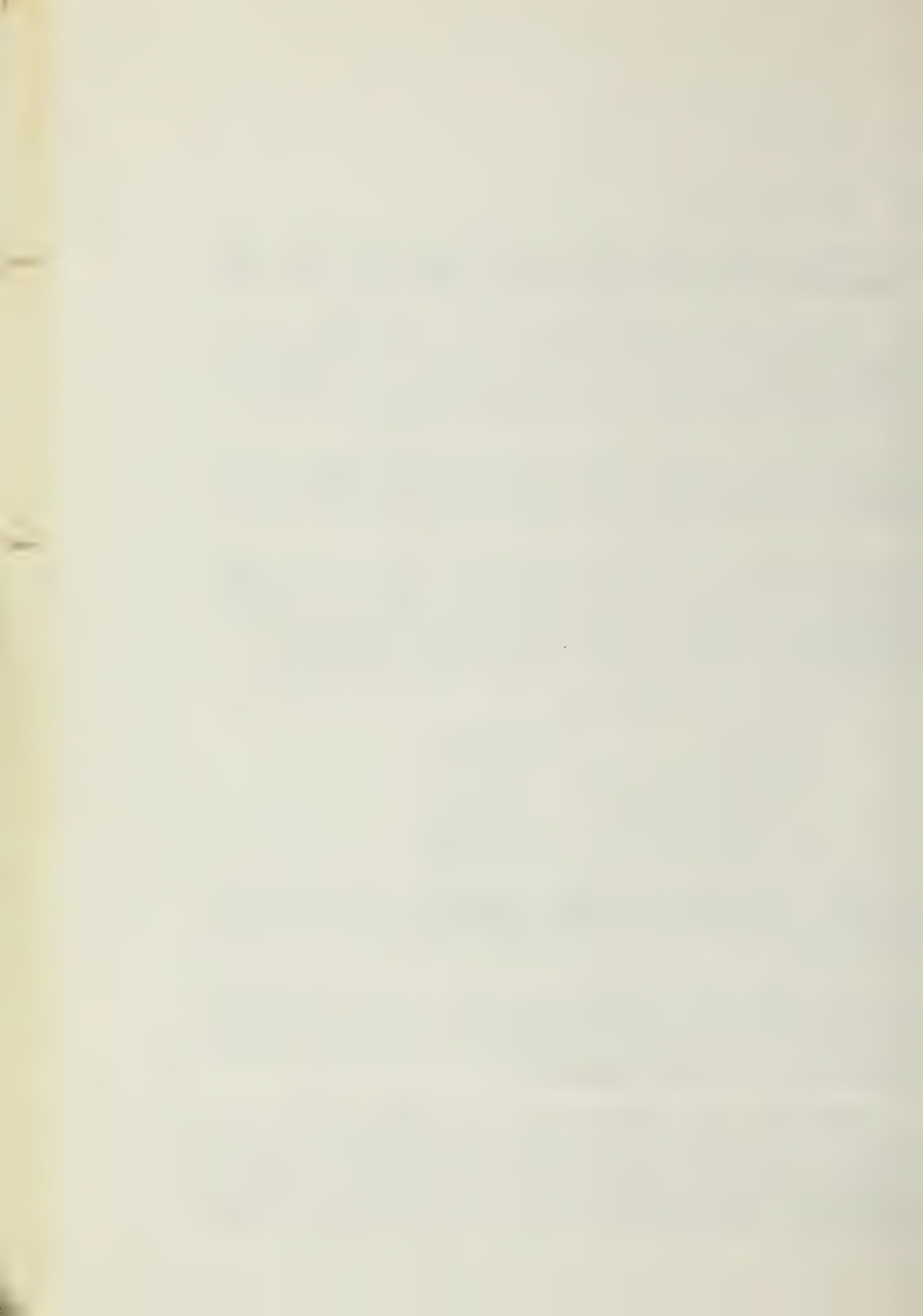
The estimates are as follows:

Breakwater	\$2,880,000
Hyde Street Pier	2,488,000
Mooring Facilities and Basic Services	1,350,000
<hr/>	
Total New Construction	\$6,718,000

From its discussions with government agencies -- federal, state and local -- the Mayor's Committee is convinced that these amounts can be funded with no recourse to city tax monies and at no net cost to the Port.

With regard to the breakwater, the projected cost sharing, based on estimated benefits, is 85.1% federal and 14.9% local. The Mayor's Committee believes that the Port will be able to recover its share of the expense from the increased revenue to be derived from increased berth rentals and related development.

With regard to the Hyde Street Pier improvements and new mooring facilities, the Committee has received a strong commitment from the office of Sen. Milton Marks, chairman of the California Senate Select Committee on Maritime Industry, to pursue every avenue for state funding, particularly through the Department of Navigation and Ocean Development. Part of the Hyde Street Pier reconstruction can also



be expected to be covered by federal funds, since the breakwater is designed as an extension of the pier.

Private sources are also anticipated for project funding. The Standard and Mobil oil companies who will have fueling stations on the renovated Hyde Street Pier can be expected to participate. And with long-term leases, the fish processors and other Port tenants have pledged substantial investments in and around their buildings.

With regard to repair and improvement of the existing processing and docking area, although the Port has not calculated the costs, it once prepared a study for new sport fishing boat facilities in the inner harbor. Since this study showed that such improvements would be economically feasible, it may be assumed that the same could be true for improvements benefiting the commercial fishing industry.

Chief responsibility for coordination of funding will of course rest with the Port, which must also expect to bear a portion of the cost itself. However, the Port has already projected a doubling of present revenue from tenants in and around the fishing boat harbor when the Hyde Street Pier renovation is completed.

In addition, new revenues from development of Pier 45 should go a long way toward offsetting the costs of the other improvements. This is one of the reasons why the Mayor's Committee has expressed basic agreement with the Northern Waterfront Plan's recommendation of relatively intensive development for Pier 45.

The Committee also feels strongly that, in assessing the costs and merits of giving new life to the Fisherman's Wharf area, consideration must be given to the Wharf's economic contribution to the City as a whole, as its number one visitor attraction and as the hub of a thriving economic community that depends for its existence entirely upon the atmosphere created by the fishing industry.



July 30, 1974

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Mayor of San Francisco
200 City Hall
San Francisco, CA 94102

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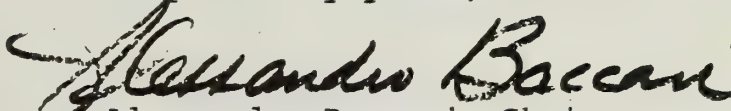
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Respectfully yours,

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Alessandro Baccari, Chairman
Mayor's Citizens Committee
for the Preservation and
Beautification of the
Fisherman's Wharf Area

AB:yj

SACRAMENTO ADDRESS
ROOM 2070
STATE CAPITOL
95814
(916) 448-1412

SAN FRANCISCO ADDRESS
645 STATE BUILDING
10 MCALLISTER STREET
94102
(415) 887-1437



SENATOR
MILTON MARKS
NINTH SENATORIAL DISTRICT
REPRESENTING
SAN FRANCISCO
IN THE

S e n a t e

CHAIRMAN
SENATE COMMITTEE ON LOCAL GOVERNMENT

STANDING COMMITTEES
BUSINESS AND PROFESSIONS
HEALTH AND WELFARE
LOCAL GOVERNMENT
TRANSPORTATION

COMMISSION
STATE GOVERNMENT
ORGANIZATION AND ECONOMY

SELECT COMMITTEE
HOUSING AND URBAN AFFAIRS

JOINT COMMITTEE
STATE'S ECONOMY

May 13, 1974

Mr. Alessandro Baccari
Chairman, Mayor's Citizens Committee
for the Preservation and Beautification
of the Fisherman's Wharf Area
319 Pacific Avenue
San Francisco, California 94111

Dear Mr. Baccari:

I have seen the plans of your committee, and I congratulate you on the thorough and impressive plan for the improvement of the Fisherman's Wharf area.

I am deeply concerned about the commercial fishing industry as it is so important to the economy and culture of the San Francisco Bay area, providing jobs and a valuable food source. I am particularly pleased that your plan provides for a youth job training program and for a marine resources research laboratory which can study the encouragement and growth of fish as a food source. Moreover, your plans will renovate one of the finest tourist areas of California, which also helps the economy of our state.

I personally support your plans for the Fisherman's Wharf area and will explore all possible sources of state funding for it. If the Department of Navigation and Ocean Development can finance programs which are almost exclusively for recreational small craft, such as loaning \$1.5 million for the San Francisco Marina, I hope the state can find some financing for the commercial fishing industry which is so crucial to our economy and culture.

Mr. Alessandro Baccari
May 13, 1974
Page Two

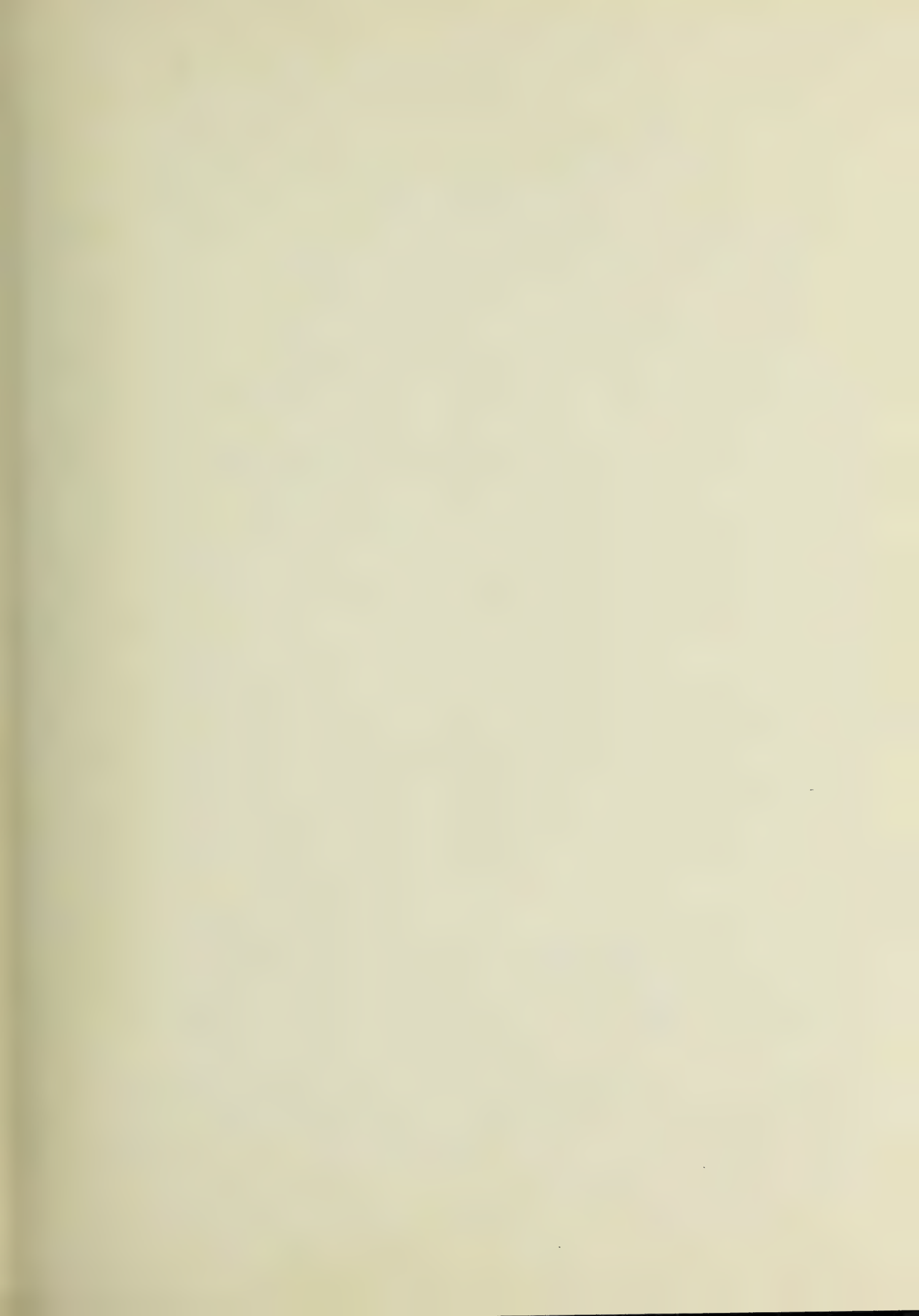
Because of my personal concern for this area, I will certainly work for your plan in whatever way I can at the state level. Please convey my congratulations to the members of your committee for doing a very fine job.

Sincerely,



MILTON MARKS

MM:tlr



VII. GENERAL RECOMMENDATIONS

In addition to details of the plan for the fishing boat harbor and observations on needs for the overall Fisherman's Wharf area, the following are general recommendations that the Committee feels are basic to future consideration of the area.

1) Priority for Fishing Industry. The fishing industry, as a suitable maritime endeavor, with many subsidiary benefits for San Francisco, should receive first consideration in any planning or development for the Fisherman's Wharf area.

2) Need for Official Encouragement. Up to now, the fishing industry has received little official support and encouragement. It is greatly dependent on the Port as its "landlord," yet the Port's attitude has been a passive one, bordering on neglect. The Port has gone on record a number of times as being in favor of retaining the fishing industry. What is needed now is a strong policy of active encouragement, backed up by an improvements program to correct the many present deficiencies in and around the fishing boat harbor so as to bring it up to competitive standard with that of other California ports.

3) Both Short-Range and Long-Range Planning. Provision should be made for short-range or emergency planning as well as long-range planning. This is necessary, because situations frequently arise in which immediate action of one kind or another is mandatory -- for example, as in the case of the major sewer reconstruction project that is to begin on Beach and Jefferson Streets in summer 1974, or the sudden availability of a large parcel of land at Jefferson and Taylor Streets, where the Standard service station closed on November 30, 1973. Such long-range documents as the city's Northern Waterfront Plan are not sufficient to deal with fast-moving changes such as these -- yet the wrong decision can be detrimental to the long-range goals.

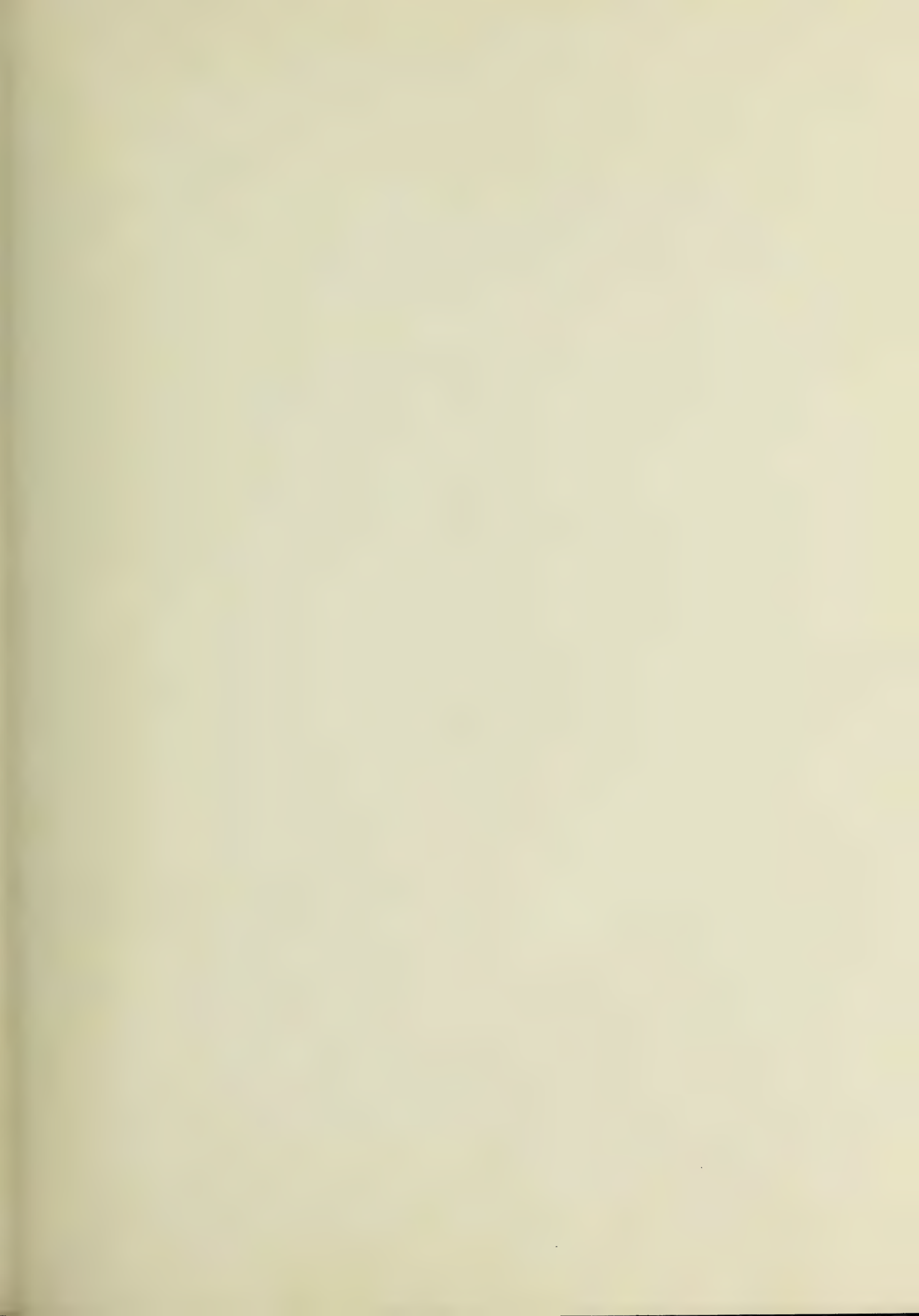
4) Inter-Departmental and Inter-Agency Coordination. In the course of its investigations, the Mayor's Committee found that there is often a lack of communication among the various city departments, agencies, and other bodies with responsibility to the Fisherman's Wharf area. Such communication and coordination are clearly essential in both long-range planning and short-range decision-making.

5) Immediate Needs. Long-range goals are necessary in planning. However, if there is no procedure for dealing with immediate needs and day-to-day changes, the long-range goals can either lose their meaning or become impossible to attain.

Long-range planning for the Fisherman's Wharf area is predicated on preservation of the fishing industry. But if the industry's present needs and problems are not dealt with, it may cease to exist at Fisherman's Wharf.

The needs are not excessive or unrealistic. They include proper repair of pier structures; equitable leases for the processors and equipment suppliers; better use of existing berth spaces for the commercial fishermen; basic accommodations such as storage lockers, decent toilet facilities, water and electrical connections, etc.; and a concentrated effort to expedite the breakwater project, which is now at a crucial stage.

If steps are not taken toward making these minimal improvements, all other planning for the Fisherman's Wharf area becomes futile and irrelevant.



VIII. CONCLUSION

The Mayor's Committee has gone as far as it believes it can in seeking out the long pent-up feelings and wishes of those in the Fisherman's Wharf area and translating them into a plan that is designed to bring major benefits both to the area itself and to the City at large.

In a sense, the aim of the plan goes even beyond this, because Fisherman's Wharf belongs not just to San Francisco but to all the people of California, America, and the world. And in preserving a small portion of an ancient and time-honored profession that since earliest history has provided sustenance for mankind, the effort is in keeping with both past tradition and present need.

It is now up to the responsible agencies to make the plan a reality. In doing so, those in charge can be assured of the full support and cooperation of the people of the area, and of the many other organizations that have already expressed agreement with the plan and pledged their own support and cooperation.

In implementing the plan, there will be a need for the kind of dialogue and joint planning for which the Hyde Street Sewer Outfall Consolidation project provides a striking precedent, as well as a need for someone to spearhead the operation.

It is a matter of bringing people together to work toward a common goal. And this is what the Mayor's Committee sees as its chief accomplishment.

Four hundred business establishments in the Fisherman's Wharf area were sent a questionnaire on the subject of traffic and related matters. All but 30 of the firms completed and returned the questionnaire.

The establishments surveyed are all located within the boundary of Van Ness Avenue on the west; Powell Street on the east; Bay Street on the south; and the San Francisco Bay on the north.

The reason for the survey

One of the important factors affecting the present and future of the area is that of traffic, both vehicular and pedestrian. Traffic is important for two reasons: 1) it affects the enjoyment and business efficiency of the area, and 2) it is a major determinant of how much future development can be allowed, and what kind of development there should be, if any.

No one knows the traffic situation in the Wharf area better than those who do business there. Consequently their impressions of the various aspect of the situation are extremely important. Equally vital is the information they can provide with regard to the traffic generated by their own establishments. The questionnaire would also provide general information from those surveyed on matters other than traffic.

Fishermen, fish processing firms and related businesses located on Port property were sent an additional questionnaire designed to furnish information concerning facilities and working space.

The "make-up" of the questionnaire

It was designed with two parts. The first part concerned itself with: identification of establishment and scope of business; transportation and residency patterns of employees; pedestrian traffic related to the establishment; vehicular traffic related to the establishment; and additional comments. The second part dealt with opinions on: changes in the general character of the area; good things that have happened in the area; what things should have happened; the future of the Wharf; changes that should be made; parking; advantages for business being located at the Wharf; security; cleanness and upkeep of the area by neighbors, the City, the Port, the railroad, etc.

The additional questionnaire which was sent to those in the fish industry had to do with: the condition of the buildings they occupy; whether there is a need for more space; utilization of outdoor space;

settling and foundation problems; whether outsiders walking through the area cause work difficulties; whether or not there would be objection to giving the public more access to the water's edge in the Fish Alley area; can people watch them work; new business to the area; need for more boat berths; the need for more service facilities for the fishermen; use of the Hyde Street Pier; and other changes needed to improve the Wharf.

RESULTS OF THE SURVEY

Part I

Identification of Establishment and Scope of Business

<u>A) Types of businesses in the area -- seven kinds</u>	<u>The number surveyed</u>
1. fish industry and related business firms	170
2. restaurants	42
3. shops	130
4. amusement establishments	4
5. commercial services	5
6. hotels and motels	4
7. business firms	15
	<hr/> 370

B) Number of employees -- an average per business

1. fish industry
 - a. processing - 18
 - b. ship chandleries and
fishermen supply firms - 7
 - c. fish boats
 - 30 to 45 ft. - 2
 - 45 to 80 ft. - 3
2. restaurants - 42
3. shops - 6
4. amusement establishments - 14
5. commercial services - 8
6. hotels and motels - 53
7. business firms
 - small - 8
 - medium - 17
 - large - 62

C) Hours of operation - an average per business

1. fish industry

- a. processing - 6 a.m. to 3:30 p.m., M-F
6 a.m. to 11 a.m., Sat.
most business complete daily by 11 a.m.
- b. ship chandleries
and supply firms - 8 a.m. to 5 p.m., M-F
8 a.m. to noon, Sat.
- c. fishermen - varies, depends on weather, season,
whether fish are striking.
normal conditions - day fishing
depart 3 a.m.; return 5 p.m.

2. restaurants - 11 a.m. to 11 p.m.

3. shops - 9:30 a.m. to 9 p.m.

4. amusement establishments - 9 a.m. to 10 p.m.

5. commercial services - 10 a.m. to 3 p.m.

6. hotels and motels - 24 hrs.

7. business firms - 8 a.m. to 5 p.m.

D) Number of years at present location - an average per business

1. fish industry

- a. processing - 35 years
- b. chandleries and
supply firms - 28 years
- c. fishing boat berth - 37 years

2. restaurants

- on Port property - 33 years
- off Port property - 19 years
- in Cannery and
Ghirardelli Square - 5 years

3. shops - 4 years

4. amusement establishments - 6 years

5. commercial services - 7 years

6. hotels and motels - 8 years

7. business firms - 5 years

Transportation and residency patterns of employees - an average per business

1. fish industry

- a. processing - 45% live in S.F.; 30% in the Peninsula, 20% in Marin, 5% in the East Bay.

Those who live in S.F. -- 55% motor to work, 35% take the bus, 10% walk.

Those from Marin, Peninsula, and the East Bay drive to work. Car pools by employees encouraged; average 1 car - two employees.

- b. ship chandleries and fish supply firms - 50% live in S.F., 30% from Marin, 15% from the Peninsula, 5% from the East Bay.

Those who live in S.F. -- 60% motor to work, 30% take the bus, 10% walk.

Those from Marin, Peninsula, and the East Bay drive to work. Car pools by employees encouraged; average 1 car - two employees.

- c. fishermen - 80% live in S.F., 10% in the Peninsula, 7% in Marin; 3% in the East Bay.

Those who live in S.F. -- 60% walk to work, 15% drive, 25% take the bus. Better than 75% of the fishermen live within 10 blocks of the Wharf.

Those from Marin, Peninsula, and the East Bay drive to work.

2. restaurants - 68% live in S.F., 12% in Marin, 15% in the Peninsula, 5% in the East Bay.

Those who live in S.F. -- 60% take the bus, 25% walk, 15% drive.

Those from Marin, Peninsula, and the East Bay drive to work. Car pools by employees encouraged; average 1 car - two employees.

3. shops - 85% live in S.F., 5% in Marin, 8% in the East Bay, 2% in the Peninsula.

Those who live in S.F. -- 78% take the bus, 10% drive, 10% walk, 2% ride bicycles to work.

Those from Marin, Peninsula, and the East Bay drive.

4. amusement establishments - 95% live in S.F., 2% in Marin, 3% in the Peninsula.

Those who live in S.F. -- 85% take the bus, 10% walk, 5% drive.

Those who live in Marin and the Peninsula drive.

5. commercial services - 80% live in S.F., 10% in the Peninsula, 8% in Marin, 2% in the East Bay.
Those who live in S.F. -- 75% take the bus, 15% walk, 10% drive.
Those who come from Marin and the Peninsula -- 80% drive, 20% take the bus.
6. hotels and motels - 88% live in S.F., 10% live in Marin, 2% in the Peninsula.
Those who live in S.F. -- 76% take the bus, 20% walk, 4% drive.
Those who come from Marin and the Peninsula drive.
7. business firms - 48% live in S.F., 30% live in the Peninsula, 15% in Marin, 7% in the East Bay.
Those who live in S.F. -- 62% take the bus, 18% walk, 20% drive.
Of those who live in Marin, 70% drive; 18% take the bus; 12% take the ferry. Those who live in the Peninsula and in the East Bay drive. Car pools by employees encouraged; average 1 car - two employees.

Pedestrian Traffic Related to the Establishments - an average per business

1) Fish industry

a. processing: Monday through Friday

before 9 a.m.	- heavy
9 a.m. to 12 noon	- moderate
lunchtime	- very light
2 p.m. to 5 p.m.	- moderate
5 p.m. to 9 p.m.	- light
9 p.m. to 12 a.m.	- very light

Weekends and Holidays

before 9 a.m.	- light
9 a.m. to 12 noon	- none
lunchtime	- none
2 p.m. to 5 p.m.	- none
5 p.m. to 9 p.m.	- none
9 p.m. to 12 a.m.	- none

b. chandleries and supply houses:

Monday through Friday

before 9 a.m.	- heavy
9 a.m. to 12 noon	- heavy
lunchtime	- very heavy
2 p.m. to 5 p.m.	- heavy
5 p.m. to 9 p.m.	- moderate
9 p.m. to 12 a.m.	- very light

Weekends and Holidays

before 9 a.m. - heavy
9 a.m. to 12 noon - heavy
lunchtime - very heavy
2 p.m. to 5 p.m. - heavy
5 p.m. to 9 p.m. - moderate
9 p.m. to 12 a.m. - very light

2) Restaurants: Monday through Friday

before 9 a.m. - very light
9 a.m. to 12 noon - light
lunchtime - heavy
2 p.m. to 5 p.m. - moderate
5 p.m. to 9 p.m. - very heavy
9 p.m. to 12 a.m. - moderate

Weekends and Holidays

before 9 a.m. - very light
9 a.m. to 12 noon - moderate
lunchtime - heavy
2 p.m. to 5 p.m. - heavy
5 p.m. to 9 p.m. - very heavy
9 p.m. to 12 a.m. - moderate

3) Shops: Monday through Friday

before 9 a.m. - none
9 a.m. to 12 noon - light
lunchtime - heavy
2 p.m. to 5 p.m. - very heavy
5 p.m. to 9 p.m. - moderate
9 p.m. to 12 a.m. - light

Weekends and Holidays

before 9 a.m. - none
9 a.m. to 12 noon - moderate
lunchtime - heavy
2 p.m. to 5 p.m. - very heavy
5 p.m. to 9 p.m. - moderate
9 p.m. to 12 a.m. - light

4) Amusement establishments:

Monday through Friday

before 9 a.m. - very light
9 a.m. to 12 noon - moderate
lunchtime - heavy
2 p.m. to 5 p.m. - very heavy
5 p.m. to 9 p.m. - moderate
9 p.m. to 12 a.m. - heavy

Weekends and Holidays

before 9 a.m. - very light
9 a.m. to 12 noon - moderate
lunchtime - heavy
2 p.m. to 5 p.m. - very heavy
5 p.m. to 9 p.m. - heavy
9 p.m. to 12 a.m. - heavy

5) Commercial services:

Monday through Friday

before 9 a.m. - light
9 a.m. to 12 noon - moderate
lunchtime - heavy
2 p.m. to 5 p.m. - moderate
5 p.m. to 9 p.m. - none
9 p.m. to 12 a.m. - none

Weekends and Holidays (Saturday only)

before 9 a.m. - none
9 a.m. to 12 noon - moderate
lunchtime - none
2 p.m. to 5 p.m. - none
5 p.m. to 9 p.m. - none
9 p.m. to 12 a.m. - none

6) Hotels and motels:

Monday through Friday

before 9 a.m. - moderate
9 a.m. to 12 noon - light
lunchtime - very light
2 p.m. to 5 p.m. - moderate
5 p.m. to 9 p.m. - heavy
9 p.m. to 12 a.m. - very light

Weekends and Holidays

before 9 a.m. - moderate
9 a.m. to 12 noon - light
lunchtime - very light
2 p.m. to 5 p.m. - light
5 p.m. to 9 p.m. - heavy
9 p.m. to 12 a.m. - moderate

7) Business firms: Monday through Friday

before 9 a.m. - moderate
9 a.m. to 12 noon - heavy
lunchtime - very light
2 p.m. to 5 p.m. - moderate
5 p.m. to 9 p.m. - very light
9 p.m. to 12 a.m. - none

Weekends and Holidays (Saturday only)

before 9 a.m. - very light
9 a.m. to 12 noon - very light
lunchtime - none
2 p.m. to 5 p.m. - none
5 p.m. to 9 p.m. - none
9 p.m. to 12 a.m. - none

Vehicular traffic related to the establishments - an average per business

1) Fish industry

a. processing: Monday through Friday

before 9 a.m. - heavy
9 a.m. to 12 noon - light
lunchtime - very light
2 p.m. to 5 p.m. - very light
5 p.m. to 9 p.m. - very light
9 p.m. to 12 a.m. - very light

Weekends and Holidays

before 9 a.m. - very light
9 a.m. to 12 noon - none
lunchtime - none
2 p.m. to 5 p.m. - none
5 p.m. to 9 p.m. - none
9 a.m. to 12 a.m. - none

b. chandleries and supply houses:

Monday through Friday

before 9 a.m. - heavy
9 a.m. to 12 noon - heavy
lunchtime - very heavy
2 p.m. to 5 p.m. - none
5 p.m. to 9 p.m. - moderate
9 p.m. to 12 a.m. - very light

Weekends and Holidays

before 9 a.m. - heavy
9 a.m. to 12 noon - heavy
lunchtime - heavy
2 p.m. to 5 p.m. - none
5 p.m. to 9 p.m. - moderate
9 p.m. to 12 a.m. - very light

2) Restaurants: Monday through Friday

before 9 a.m. - light
9 a.m. to 12 noon - light
lunchtime - heavy
2 p.m. to 5 p.m. - moderate
5 p.m. to 9 p.m. - heavy
9 p.m. to 12 a.m. - moderate

(truck delivery - 9 a.m. to 12 noon)

Weekends and Holidays

before 9 a.m. - very light
9 a.m. to 12 noon - moderate
lunchtime - heavy
2 p.m. to 5 p.m. - heavy
5 p.m. to 9 p.m. - very heavy
9 p.m. to 12 a.m. - moderate

3) Shops: Monday through Friday

before 9 a.m. - very light
9 a.m. to 12 noon - light
lunchtime - heavy
2 p.m. to 5 p.m. - moderate
5 p.m. to 9 p.m. - heavy
9 p.m. to 12 a.m. - light

Weekends and Holidays

before 9 a.m. - very light
9 a.m. to 12 noon - light
lunchtime - heavy
2 p.m. to 5 p.m. - heavy
5 p.m. to 9 p.m. - very heavy
9 p.m. to 12 a.m. - moderate

4) Amusement establishments:

Monday through Friday

before 9 a.m. - very light
9 a.m. to 12 noon - very light

lunchtime - very light
2 p.m. to 5 p.m. - very light
5 p.m. to 9 p.m. - very light
9 p.m. to 12 a.m. - very light

Weekends and Holidays

before 9 a.m. - very light
9 a.m. to 12 noon - very light
lunchtime - very light
2 p.m. to 5 p.m. - moderate
5 p.m. to 9 p.m. - very light
9 p.m. to 12 a.m. - very light

5) Commercial services:

Monday through Friday

before 9 a.m. - none
9 a.m. to 12 noon - moderate
lunchtime - heavy
2 p.m. to 5 p.m. - moderate
5 p.m. to 9 p.m. - none
9 p.m. to 12 a.m. - none

Weekends and Holidays (Saturday only)

before 9 a.m. - none
9 a.m. to 12 noon - light
lunchtime - none
2 p.m. to 5 p.m. - none
5 p.m. to 9 p.m. - none
9 p.m. to 12 a.m. - none

6) Hotels and motels:

Monday through Friday

before 9 a.m. - very light
9 a.m. to 12 noon - light
lunchtime - moderate
2 p.m. to 5 p.m. - moderate
5 p.m. to 9 p.m. - heavy
9 p.m. to 12 a.m. - very light

Weekends and Holidays

before 9 a.m. - very light
9 a.m. to 12 noon - light
lunchtime - moderate
2 p.m. to 5 p.m. - moderate
5 p.m. to 9 p.m. - heavy
9 p.m. to 12 a.m. - very light

7) Business firms: Monday through Friday

before 9 a.m. - very light
9 a.m. to 12 noon - moderate
lunchtime - very light
2 p.m. to 5 p.m. - moderate
5 p.m. to 9 p.m. - very light
9 p.m. to 12 a.m. - none

Weekends and Holidays (Saturday only)

before 9 a.m. - very light
9 a.m. to 12 noon - very light
lunchtime - none
2 p.m. to 5 p.m. - none
5 p.m. to 9 p.m. - none
9 p.m. to 12 a.m. - none

Moderate traffic flow--pedestrians/vehicles - an average per establishment

1) Fish industry

a. <u>processing:</u>	<u>Pedestrians</u>	<u>Vehicles</u>
	10-50	10-50

b. chandleries and supply firms:

<u>Pedestrians</u>	<u>Vehicles</u>
50-100	10-50

2) <u>Restaurants:</u>	<u>Pedestrians</u>	<u>Vehicles</u>
	50-100	10-50

3) Amusement establishments:

<u>Pedestrians</u>	<u>Vehicles</u>
10-50	0-5

4) Commercial services:

<u>Pedestrians</u>	<u>Vehicles</u>
10-50	0-5

5) <u>Shops:</u>	<u>Pedestrians</u>	<u>Vehicles</u>
	50-100	10-50

6) Hotels and motels:

Pedestrians

10-50

Vehicles

10-50

7) Business firms: Pedestrians

0-5

Vehicles

0-5

Number of vehicles per establishment - an average per business

1) Fish industry

a. processing: automobiles - 2 trucks - 7

They are used from early morning till closing time for delivery services. When they are not in use, they are parked in front of the building in parking area.

b. chandleries and supply houses:

automobiles - 1 trucks - 2

Used for deliveries and service calls. When not used, in parking area along side of building.

2) Restaurants: automobiles - 0 trucks - 0

3) Shops: automobiles - 0 trucks - 0

4) Amusement establishments:

automobiles - 0 trucks - 0

5) Commercial services:

automobiles - 2 trucks - 2

When not used, parked in parking area on premises.

6) Hotels and motels:

automobiles - 1 trucks - 1

When not used, parked on premises.

7) Business firms: automobiles - 1 trucks - 0

Part II

This section of the questionnaire was considered separate from the first part. To encourage comments freely, provisions were made for this section to be submitted separately in a sealed envelope without name.

Twelve questions were asked.

Question I: Have you noted any changes in the general character of the Fisherman's Wharf area in recent years?

243 - yes
98 - no
29 - no comment

The following comments illustrate what the majority of those who said yes had to say:

negative viewpoints

"Too many new businesses not in character with the atmosphere of the original Fisherman's Wharf."

"Intensive development without any plans to preserve the Wharf."

"Invasion of 'honky-tonk' types of establishments that have nothing whatsoever to do with the Wharf atmosphere."

"Gone to hell."

"The Wharf is becoming a farce. Tourists come to see fishermen, fishing boats, and fish processing plants-- instead they get a carnival of cheap side shows."

"The deterioration of our boat area. It is getting so bad no outside fishing boats come in to unload their fishing boats."

"Tragic that sport fishing boats and pleasure crafts are replacing the commercial fishing boats in the Wharf lagoon."

positive viewpoints

"Looks better."

"Area has upgraded from light industry to tourist and shopping area."

"We are getting many more people than before. Fisherman's Wharf is really growing."

"The change has been a cleaning up and upgrading of the area."

"The area centered on attracting tourists has increased."

Question II: What do you feel are some of the good things that have happened in the area?

Comments:

positive viewpoints

"The renovation of some of the old buildings in the area."

"The addition of living units to encourage more people to locate in the area."

"The area is clean and fresh looking."

"Placement of trees on sidewalks. Erection of new parking garages and the new traffic lights."

"Construction of new motels; the formation of the Mayor's Committee to help save the fishing industry; and the construction of the new Christian Brothers building."

"The addition of the Cannery and Ghirardelli Square to the area."

"It has become a great shopping area with many original and fine shops and restaurants."

negative viewpoints

"None that can be visibly seen."

"No change for the better. The area has lost its old time character and flavor."

"None!"

"Very little."

"What makes Fisherman's Wharf is the fishing industry. Only when the Port comes to the aid of the fishermen can it be said that something good has happened to the area."

Question II (continued): What things, if any, do you feel should not have happened?

Comments:

"Disappearance of old fisheries. Tourists are fascinated to watch the processing of fish and this processing lends an air of old time waterfront activities which holds the romance of Fisherman's Wharf."

"1-allowing peddlers, musicians, and pornographic paper sellers to monopolize the sidewalks. 2-neglect of the fishing industry which provides the color and atmosphere for the entire area."

"The haphazard destruction of the most colorful tourist attraction of all at the Wharf -- the drydock area."

"Development without planning."

"Developments which cut down on the fishing industry and related businesses."

"The loss of open space."

"State parks and recreational areas should not be turned over for private use under any circumstances."

Question III: How do you feel about the future of the Wharf area?

157 - were optimistic
185 - were pessimistic
28 - had no comment

Comments:

optimistic views

"Although there are problems, the fact that local people know what they are and are working on them is very positive."

"It can't miss, so much to see and do. Tourists can spend a day here and not see it all."

"Can't miss -- it's the most beautiful area in San Francisco."

"It will remain the city's key tourist attraction for a long time to go."

"Efforts being made to keep the fishing industry at the Wharf is what will preserve the atmosphere and color of the area for years to come."

"The Mayor's Committee has united everyone in the area in taking an active part in its preservation and beautification."

"The Fisherman's Wharf community now understands that over-development and the loss of the fishing industry will destroy Fisherman's Wharf."

pessimistic views

"Unless facilities for the fishermen are improved to encourage them to remain at the Wharf, they will be forced to move elsewhere which will signal the end of Fisherman's Wharf."

"They are over-developing the area."

"Greed will win out."

"Fisherman's Wharf will not change for the better because the S.F. Port Authority doesn't give a damn. It should have been involved years ago with leadership in an effort to build and preserve the fishing industry."

"It's no longer authentic -- it's plastic."

"It should be re-named Tourist Wharf. The fishermen and processors are leaving."

"Unless the tenants of fish alley get leases -- what's left of the authentic Fisherman's Wharf will go. The Port has to wise up."

Question IV: What changes would you make if you were in charge of the Wharf area?

Comments:

"I would take immediate steps to materially improve the berthing facilities and accommodations for commercial fishing boats, so as to encourage those who are already here to stay, as well as bring back those who left. I would make the construction of the breakwater for the Fisherman's Wharf lagoon top priority. I would issue leases to the tenants of 'Fish Alley'."

"1. Back up the fishing industry in order to preserve a heritage and an atmosphere as well as an essential industry. 2. Clean up the sidewalks - find a way to eliminate the peddlers, musicians and such. 3. Build public toilet facilities in the area. What we had, the Port removed. 4. Get the city to aid the people of the area in developing a master plan to control construction. 5. Provide more public low rate parking. 6. Provide more police for security purposes and traffic control."

"Establish a sign regulation so to eliminate gaudy neon signs which cheapens the look and destroys the character and atmosphere of the area."

"Prohibit new development on Wharf port property unless it be connected with the fishing industry. Make every effort to preserve all buildings still existing."

"Develop walkways in immediate wharf area so that people can see the unloading of commercial fishing boats and the processing of the fish. Make every effort to keep area from becoming overly commercial with things not relative to original intent and growth of Fisherman's Wharf."

"Get the city departments to work together for the betterment of the area. There is a lack of communication between the port and other city agencies such as planning and public works."

"Put competent people in authority to designate desirable changes."

"More one-way streets. Encourage building of more residential units. Encourage more public transportation and more frequent public transportation. Develop open park-ways and walk-ways along the water side."

"Priority to the fishing industry, especially the boats and related activities which made the Wharf what it is. There should be a plan to control density. The automobile in the area should be de-emphasized. There should be sign controls along with a preservation and restoration program."

Question V: Have you any comments or observations about traffic and/or parking problems in the Wharf area?

Comments:

"We will always have parking and traffic problems at the Wharf simply because of growth and expansion."

"Parking lots have poor access and as a result block flow of traffic causing further problems."

"Cost of parking prohibits many customers. Price usually exceeds cost of meal. Meters much too high."

"Needs immediate action. Lack of interest by governmental bodies biggest bottleneck."

"(1) Need one-way streets.

(2) There are some streets which should allow no parking.

(3) Need a traffic light at Beach and Taylor."

"Too much congestion and confusion--badly engineered."

"Public transportation into the area good -- encourage more people to use it."

"The whole wharf area is coin meterized for parking (and for a limited time) making it difficult for the fishermen who drive their cars to the area to go out fishing in the early hours, such as 2 a.m. or 3 a.m. There should be some unmetered parking areas."

"If we keep over-building the area, the problem can only get worse."

"The situation is over-exaggerated."

"Even during the peak of the summer season traffic is only a slight problem, and only between 11:30 a.m. and 4:30 p.m."

"Congestion is part of the atmosphere -- as it is for Chinatown."

"I cannot see why anyone would want to change something that has become part of the Wharf's success formula."

"If it's such a serious problem, why do people keep coming back? I'll tell you why -- because the Wharf is for real with its 'salty' character. Worry about preserving the Wharf. Build less and the traffic situation will solve itself."

Question VI: Do traffic and/or parking problems affect you or your business in any way?

Comments:

"Keeps regular non-tourist business away."

"People who live in the city will not come to the area during the tourist season because of heavy traffic."

"Inadequate parking is limiting the volume of business."

"People limit their stay, because parking fares are so expensive."

"The tourists will grin and bear it because it's a one time deal for them. But to entice local and intermediate shoppers to patronage our business more frequently, we need an improvement in our parking facilities and traffic pattern."

"Naturally -- more foot traffic -- more business."

"No!"

"I feel the traffic generates business."

"Fisherman's Wharf traffic indicates activity."

"Most of the Wharf traffic is pedestrian, not vehicular, and 'people' traffic means sales."

"Neither traffic or parking problems has affected my business."

Question VII: Do you have any suggestions as to how to improve parking and traffic in the Wharf area?

"Parking lots and garages should be encouraged to offer lower rates during off hours (early morning and late afternoon). This would stimulate business."

"(1) An adequate public garage (at reasonable rates) centered in the area. An ideal location is the Long-shoremen's property.

(2) More public transportation to the Wharf from various areas would cut down the use of the automobile.

(3) Parking at the various edges of Fisherman's Wharf with "Elephant Train" connections would also help."

"Make sure that whatever new buildings go up that they have adequate public parking."

"Mini bus express service from downtown area."

"During summer season run free and frequent bus service from downtown to the wharf area."

"Keep out trucks and campers. Install light signals at key traffic locations."

"Consider one-way streets as well as closing off streets to vehicular traffic during extra heavy traffic periods."

"Until Pier 45 is developed use it for parking."

"Stop building."

"Let things alone--the area is a winner."

"It's because of the traffic that I opened my business here at the Wharf."

"People love it as it is."

"Why spoil success."

Question VIII: As far as you and your business are concerned, what are the advantages of being in the Wharf area?

Comments:

"World-wide reputation as a visitor attraction."

"(1) Foot traffic
(2) Nearness to Bay and open area
(3) Openness (40-foot limit)"

"Constant year round foot traffic."

"Mainly the advantage of both local and tourist trade."

"Being near the fishing industry--people enjoy the atmosphere."

"It's a landmark known for fine restaurants and shops."

"The wharf provides one of the greatest concentrations of pedestrian (visitor) traffic that we could find."

"Let's face it, this is the area most people want to see. The boats and the cooking of shellfish are the biggest natural attraction in San Francisco. As long as the merchants keep Fisherman's Wharf unique and attractive this is where I want to stay."

"We are a marine-oriented company dependent for our business on the commercial fishing industry."

"So we can service the commercial fishing boats better."

"Inasmuch as my clientele is composed almost exclusively of commercial fishermen, I think that my business would suffer if I were in some location other than Fisherman's Wharf."

"The only advantage I can think of is that we get a lot of free advertising by just being in the Wharf area."

"Atmosphere great, heavy traffic, excellent municipal transportation."

"The fishing industry brings the crowds -- being next to them is what generates my business at the Wharf."

Question IX: What are the disadvantages of the Wharf area as far as you and your business are concerned?

Comments:

"None."

"We have become identified as a tourist trap."

"Those of us in fish alley are without leases. We need long term leases to make improvements which the city cannot afford."

"Inability to deal with the Port Authority."

"No public toilet facilities."

"Heavy traffic keeps away local customers."

"Parking."

"Night time security."

"Cold winds."

"There are too many of the same businesses."

"No winter business -- November to April."

"Cost of doing business is greater than other areas of the city."

"Reluctance on the part of the port authority to support the fishing industry."

"Reluctance of public agencies to control undesirable elements (peddlers, porno newspaper vendors, street musicians, etc.)."

"Seasonality of business."

Question X: Do you consider the area to be dangerous with respect to the security of your employees and yourself from muggings, etc.; and do you consider that your properties are safe from theft, burglary, vandalism, etc.?

Comments:

"Yes--very dangerous. No--not safe from theft, burglary, vandalism, etc."

"This has become an increasing problem and must be faced. The Wharf until just a few years ago was more secure. Situation becomes more serious as more motels and hotels are built and area becomes more attractive to troublemakers."

"Not especially dangerous--but heading in that direction."

"No more dangerous than any other shopping area in San Francisco. However, street lighting could be improved."

"Yes, especially around Maritime Museum, Kodak building and lower Van Ness Avenue."

"Not safe--many winos and weirdos."

"Since closing of Playland there is a more rowdy crowd."

"Biggest problem would be thefts from automobiles."

"Relatively safe from 8 a.m. to 2 a.m."

"We feel safe enough."

"Thefts in the stores high."

"Safe."

"Yes! We need more police protection."

"All things considered, I think we are as well if not better secured than other areas of the city."

"Fishing boats and tenants of fish alley have a very high rate of burglary and vandalism."

Question X (continued): At what times of day or week is the danger the greatest? Why?

Comments:

"Evenings. Need of bright street lights."

"Weekends -- whenever there is heavy traffic."

"9 a.m. to 5 a.m.--not enough police patrolling."

"Summertime when the problem is worse. Harbor police have done a good job in the past but because of friction within its own organization have lost their incentive."

"Evenings--dangerous for women employees. Purses snatched while walking to and waiting for buses--hours between 9:00 and 10:00 p.m."

"Nights--most of the perimeter areas are poorly lighted and police surveillance limited."

Question XI: Have you any comments about the cleanliness and upkeep of the area in terms of the responsibilities of your neighbors, the City, the Port, the railroad, etc.?

Comments:

"Possible consideration of City cleaning on Sundays instead of Mondays. Housing Authority should be made to clean up area between Taylor, Francisco and Bay Streets which is usually unsightly and is the direct route of the tourists from the cable car to the Wharf."

"Port authority is slow in repair and maintenance of public areas. Sidewalks and streets have become shabby and dirty."

"Currently the city sewage plant nearby is giving off a bad odor. Lack of maintenance produces a continual foul odor from grease-clogged sewers at Jefferson and Taylor. Some businesses could do much more to keep sidewalks clean. Daily washing should be a must."

"The area could be cleaner if there were more sidewalk trashcans."

"Better litter facilities are needed."

"Port should have a man on the litter patrol during tourist loads."

"City and Port do excellent job in keeping the area in a clean and proper condition. Any problems are a result of actions of individuals."

"Kept reasonably clean and free of litter considering the amount of foot traffic."

"The boat area is not kept up by the Port as it should be."

"Generally excellent."

"It's hard to keep the area clean when half of the time the waste cans are not cleaned by the City, particularly on Sunday a.m."

"A permanent sanitation detail should be established that would police the entire area and keep clean those places that are not covered by the concessionaires."

"With all respect to the hard working merchants on Taylor Street, they do not keep their vending areas very clean. Boxes and garbage should not be left on sidewalks."

"In general it is good."

Question XII: If you have any additional comments and/or suggestions about any aspect whatsoever of the Wharf area whether or not these comments are pertinent to the previous questions, please make these comments here.

"The financial needs of the Port Authority should not be at the expense of the Wharf. The Wharf area needs its own overall plan. It should not be at the mercy of conflicting governmental bodies."

"(1) Encourage more moderate priced residential units.
(2) Encourage more moderate priced parking facilities even if this means limiting the terms."

"Better night street lighting for the area."

"Long term leases for those in fish alley."

"With the thousands of visitors, it would seem important to have public comfort stations. It would be nice to have visitor booths located at key locations to provide information for the public."

"Commercial fishing is what makes Fisherman's Wharf. All efforts should be made to keep the remaining boats here."

"Preserving the fish industry is what will keep Fisherman's Wharf the way it is."

"The Fisherman's Wharf area should be maintained to keep it attractive for all to see. Water view areas should be preserved."

"Let's build a breakwater! Let's repair our boat tie-ups! Let's bring the fish back! Let's make this the kind of port boats will come into to unload their fish catch."

"Save Fisherman's Wharf--help plan for the fish industry to remain."

"No breakwater, no more fish industry at Fisherman's Wharf."

An additional questionnaire was submitted to those of the fish industry.

The questionnaires were submitted to:

- 10 fish processing firms
- 5 chandleries and supply firms

The following are the questions asked along with tabulated results.

1) How would you describe the condition of the building or buildings you are now occupying?

Good enough as is 15%

Needs minor repairs 80%

Needs extensive repairs 5%

Should be replaced _____

2) Do you feel that you need more space?

Yes 100%

No _____

If YES, could you use another floor above your present quarters?

Yes 80%

No 20% Why not? Would spoil the open space feeling of the Wharf.

3) If you could have more space, how would you use it?

Additional storage x 100%

Additional work area x 82%

Office area _____

Rest area _____

Installation of new equipment x 30%

Opening of a separate business (restaurant, retail shop, etc.) _____

Other (please specify) _____

4) Approximately how much outdoor space do you have?

-- square feet

100% said none

- 5) How is your outdoor space utilized? (check more than one if applicable)

Loading and unloading x 100%

Storage x 20%

Refuse (garbage) x 15%

Parking x 10%

Other (please specify) _____

- 6) Is any part of the outdoor space not put to good use?

Yes _____

No 100%

If YES, about how much is not used or unnecessary?

_____ square feet

- 7) How do you feel about the buildings around you?

Should be left as is 100%

Some should be replaced _____

Most should be replaced _____

Whole area should be torn down and start over _____

- 8) Do any of the following natural conditions ever present a problem to you?

Wind _____

Rain _____ 100% said no

High tides, waves _____

Other (please specify) _____

- 9) Is there proper drainage at your location?

Yes 100%

No _____

- Have there been any settling or other foundation problems in or around your building?

Yes 75% (pilings)

No **25%**

- 11) Are there any places in the Fish Alley area where owners and workers like to get together during breaks or after work?

Yes _____

No 100%

If YES, where are the favorite locations?

- 12) Do outsiders walking through the Fish Alley area cause any difficulties for you?

Yes _____

No 100%

If YES, please comment _____

- 13) Would you object to giving the public more access to the water's edge in the Fish Alley area?

Yes

No 100%

- 14) Would you mind if people watched you work, provided that they don't get in the way?

Yes _____

No 100%

- 15) How would you feel about new businesses coming to Fish Alley?

No objection x 80%

Depends on what kind x 20% Must be fish processing firms.

Would rather not see any new businesses

16) Do you think there is a need for more berths?

Yes 100%

No _____

If YES, how should they be allocated?

Commercial fishing boats x 100%

Sport/Party boats x 10%

Pleasure craft _____

17) Should there be more services for the fishermen, such as net spreading areas, showers, lockers, etc.?

Urgently needed 100%

Helpful, but not essential _____

Not needed or wanted _____

18) Is there a need for boat repair or maintenance facilities?

Urgently needed 100%

Helpful, but not essential _____

Not needed or wanted _____

19) What other changes do you think would be all right for Fish Alley?

More processors x 100%

Fishing supply shops x 100%

New restaurants _____

Souvenir shops _____

Other retail stores or "boutiques" _____

Office space _____

Public promenades _____

Boatel _____

- 20) What do you think would be the best use for the abandoned part of the Hyde Street pier?

100% said extend the fishing operation on the
abandoned part of the Hyde Street Pier.

- 21) What would be the best use for the piers near Scoma's Restaurant?

100% said berths for commercial fishing boats.

- 22) Are there any structures in the area that you feel are useless and should be removed? (Please specify)

none

What should go in their place?

- 23) What is the biggest problem of the Fish Alley area, in your opinion?

100% said not having a lease.

PLEASE USE THE SPACE REMAINING FOR ANY ADDITIONAL COMMENTS YOU MAY HAVE.

PART I**Identification of Establishment and Scope of Business**

Your name

Name of establishment

Address of establishment
Please mark maps also.

Telephone number

Type of business

Describe the goods and/or
services that you provide
and to whom you provide
these services.

Please describe any particular
or general reasons why your
establishment is located
where it is.

How many employees do you have?

What are your hours of
operation? (Please
indicate any difference in
hours from day to day, and
days closed, if any.)

How long has this establishment
been at its present loca-
tion? (Please indicate
when established, not when
you became proprietor.)

Part I (cont'd)Transportation and Residency Patterns of Your Employees

Please fill in the appropriate boxes below with the number of your employees according to where they live and how they usually get to work. For example, if you have 6 employees who live in San Francisco and 4 of them drive to work and the other 2 come by bus, then you would put a "4" in the upper lefthand box and a "2" in the next box to the right. If, in addition, you have 3 more employees who drive in from Marin County, then you would put a "3" in the second box from the top in the lefthand column.

	auto truck motor- cycle	bus	boat or ferry	bicycle	walk
San Francisco					
Marin Sonoma					
East Bay					
Peninsula					

Are there any car pools among the employees in coming to work? If so, how many employees are involved in how many cars?

At what hours do your employees take lunch? (If different shifts, indicate how many at what time.)

Do your employees eat on the premises or do they go out for lunch?

Part I (cont'd)Vehicular Traffic Related to Your Establishment

As on the previous page, we would again like to know at what hours your establishment generates the most traffic -- in this case, when the most and the fewest vehicles arrive or leave your premises. This includes cars, taxis, trucks, etc., making pickups or deliveries, discharging customers or employees, or for any other reason coming directly to your establishment, or departing therefrom.

We realize that you cannot possibly be aware of all the vehicles that come and go throughout the day, but please give us your best estimate according to your general impression. We are not concerned in this section with the amount of traffic passing by on the street -- only with the cars and trucks that arrive or leave your premises.

MONDAY THRU FRIDAY	Very Light	Light	Moderate	Heavy	Very Heavy
Early morning (before 9:00 a.m.)					
Mid-morning (9:00-12:00 a.m.)					
Lunchtime (12:00-2:00 p.m.)					
Afternoon (2:00-5:00 p.m.)					
Early evening (5:00-9:00 p.m.)					
Late evening (9:00-12:00 p.m.)					

WEEKENDS & HOLIDAYS (if open)*	Very Light	Light	Moderate	Heavy	Very Heavy
Early morning (before 9:00 a.m.)					
Mid-morning (9:00-12:00 a.m.)					
Lunchtime (12:00-2:00 p.m.)					
Afternoon (2:00-5:00 p.m.)					
Early evening (5:00-9:00 p.m.)					
Late evening (9:00-12:00 p.m.)					

*NOTE: When filling in the section with regard to weekends and holidays, please think only in terms of those days when your establishment is actually open for business. That is, if you are open Saturdays, but closed Sundays and holidays, your answer for "weekends and holidays" will apply to Saturdays only.

Part I (cont'd)

With reference to the previous two questions, so that we can properly evaluate the results of this survey, it would be helpful to know what you consider to be a "moderate" flow of traffic with respect to your business. For example, "moderate" for a large department store might be in the hundreds, but for a small shop it might be only 5-10. Therefore, please indicate what "moderate" traffic is for your establishment, in terms of each of the two previous questions (pedestrians and vehicles). From this, we will also be able to judge what you mean by "light" and "heavy."

"Moderate" Traffic Flow For Your Establishment

<u>Pedestrians</u>	<u>Vehicles</u>
0-5 _____	0-5 _____
5-10 _____	5-10 _____
10-50 _____	10-50 _____
50-100 _____	50-100 _____
Over 100 _____	Over 100 _____

What is the maximum capacity of your establishment? You need not answer this question unless the capacity can be easily stated. For example, a restaurant has a certain number of seats; a parking lot has a certain number of vehicle spaces; etc.

Number of people _____

Number of vehicles _____

There may be a time during the week when you have an unusually high, or unusually low, volume of pedestrian or vehicular traffic. For example, the Rotary Club meets at your premises every Thursday evening...if you are closed on Mondays...etc.

In the space below, please give the day, time, and reason for any such regular deviations from the normal traffic pattern.

If your establishment has a substantial amount of truck traffic, (outgoing shipments, pickups, deliveries, etc.) please describe briefly the nature, volume, and frequency of this traffic, as best you can.

Part I (cont'd)

How many vehicles belong to your business? (Do not include those in which you and your employees travel to and from work.)

Automobiles _____ Trucks _____

Where are they parked?

During working hours _____

After working hours _____

Additional Comments

Please use the space below for any additional comments whatsoever concerning traffic in the wharf area. We are interested in both vehicular traffic and pedestrian traffic.

PART II

YOUR NAME WILL NOT APPEAR ON THIS PART--PLEASE COMMENT FREELY.

This part of the questionnaire is to be considered separate from the first part, and it is to be submitted separately in a sealed envelope that in no way indicates who filled out the questionnaire. Please feel free to make any comments you wish.

1. Have you noted any changes in the general character of the Fisherman's Wharf area in recent years?

Yes _____

No _____

If yes, please comment.

2. What do you feel are some of the good things that have happened in the area?

What things, if any, do you feel should not have happened?

Part II (cont'd)

3. How do you feel about the future of the wharf area?

Optimistic _____

Pessimistic _____

Why?

4. What changes would you make if you were in charge of the wharf area?

5. Have you any comments or observations about traffic and/or parking problems in the wharf area?

Part II (cont'd)

6. Do traffic and/or parking problems affect you or your business in any way? (Please explain.)

7. Do you have any suggestions as to how to improve parking and traffic in the wharf area?

8. As far as you and your business are concerned, what are the advantages of being in the wharf area?

Part II (cont'd)

9. What are the disadvantages of the wharf area as far as you and your business are concerned?

10. Do you consider the area to be dangerous with respect to the security of your employees and yourself from muggings, etc.; and do you consider that your properties are safe from theft, burglary, vandalism, etc.?

At what times of day or week is the danger the greatest? Why?

Part II (cont'd)

11. Have you any comments about the cleanliness and upkeep of the area in terms of the responsibilities of your neighbors, the City, the Port, the railroad, etc.?

12. If you have any additional comments and/or suggestions about any aspect whatsoever of the wharf area whether or not these comments are pertinent to the previous questions, please make these comments here.

SPECIAL QUESTIONNAIRE FOR FISH ALLEY TENANTS ONLY

Why Your Views Are Important

The Fisherman's Wharf area is presently receiving a great deal of attention by study and planning groups. Among these are the Mayor's Citizens Committee for the Preservation and Beautification of the Fisherman's Wharf Area, the BCDC Waterfront Advisory Committee, and others.

The findings and recommendations of such groups will have an important effect on what is decided about the area, and upon the future of the fishing industry in San Francisco.

It is therefore urgent that the voice of those whose livelihood is entirely dependent on the area be heard. Too often in the past it has not been.

That is the purpose of this special questionnaire for Fish Alley tenants, and the longer questionnaire which is being circulated by the Fisherman's Wharf Merchants Association to all establishments in the area.

We hope you will take the time to answer the attached questions, and also those in Parts I and II of the longer questionnaire. We think it will be well worth your trouble.

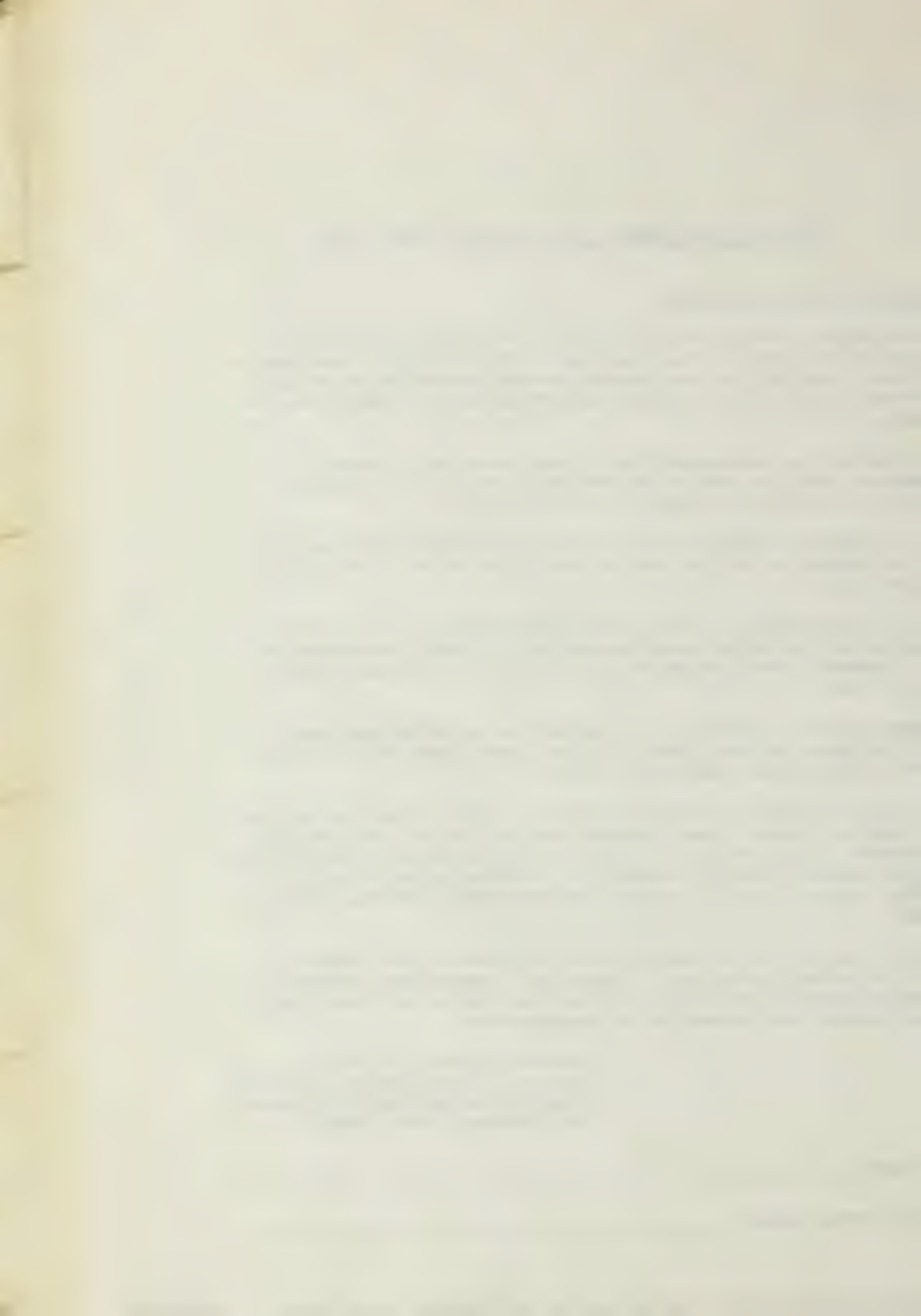
The results will be made known to both the Mayor's Committee and the BCDC advisory group -- and, through them, to the Port and the city government. Your answers will also be utilized by the class of civic design students from the University of California who are making a special study of Fish Alley under the direction of architect Robert Herman.

The best way for you to have a say in the future of Fisherman's Wharf is to state your views. Please feel free to make additional comments on any of the points that you have special opinions about, or on anything not covered by the questionnaire.

Alessandro Baccari, Chairman
Mayor's Citizens Committee for the
Preservation and Beautification of
the Fisherman's Wharf Area.

YOUR NAME _____

NAME OF ESTABLISHMENT _____



1) How would you describe the condition of the building or buildings you are now occupying?

Good enough as is _____

Needs minor repairs _____

Needs extensive repairs _____

Should be replaced _____

2) Do you feel that you need more space?

Yes _____

No _____

If YES, could you use another floor above your present quarters?

Yes _____

No _____ Why not? _____

3) If you could have more space, how would you use it?

Additional storage _____

Additional work area _____

Office area _____

Rest area _____

Installation of new equipment _____

Opening of a separate business (restaurant, retail shop, etc.) _____

Other (please specify) _____

4) Approximately how much outdoor space do you have?

_____ square feet

- 5) How is your outdoor space utilized? (check more than one if applicable)

Loading and unloading ____

Storage ____

Refuse (garbage) ____

Parking ____

Other (please specify) _____

- 6) Is any part of the outdoor space not put to good use?

Yes ____

No ____

If YES, about how much is not used or unnecessary?

_____ square feet

- 7) How do you feel about the buildings around you?

Should be left as is ____

Some should be replaced ____

Most should be replaced ____

Whole area should be torn down and start over ____

- 8) Do any of the following natural conditions ever present a problem to you?

Wind ____

Rain ____

High tides, waves ____

Other (please specify) _____

- 9) Is there proper drainage at your location?

Yes ____

No ____

10) Have there been any settling or other foundation problems in or around your building?

Yes _____

No _____

11) Are there any places in the Fish Alley area where owners and workers like to get together during breaks or after work?

Yes _____

No _____

If YES, where are the favorite locations?

12) Do outsiders walking through the Fish Alley area cause any difficulties for you?

Yes _____

No _____

If YES, please comment _____

13) Would you object to giving the public more access to the water's edge in the Fish Alley area?

Yes _____

No _____

14) Would you mind if people watched you work, provided that they don't get in the way?

Yes _____

No _____

15) How would you feel about new businesses coming to Fish Alley?

No objection _____

Depends on what kind _____

Would rather not see any new businesses _____

16) Do you think there is a need for more berths?

Yes _____

No _____

If YES, how should they be allocated?

Commercial fishing boats _____

Sport/Party boats _____

Pleasure craft _____

17) Should there be more services for the fishermen, such as net spreading areas, showers, lockers, etc.?

Urgently needed _____

Helpful, but not essential _____

Not needed or wanted _____

18) Is there a need for boat repair or maintenance facilities?

Urgently needed _____

Helpful, but not essential _____

Not needed or wanted _____

19) What other changes do you think would be all right for Fish Alley?

More processors _____

Fishing supply shops _____

New restaurants _____

Souvenir shops _____

Other retail stores or "boutiques" _____

Office space _____

Public promenades _____

Boatel _____

20) What do you think would be the best use for the abandoned part of the Hyde Street pier?

21) What would be the best use for the piers near Scoma's Restaurant?

22) Are there any structures in the area that you feel are useless and should be removed? (Please specify)

What should go in their place?

23) What is the biggest problem of the Fish Alley area, in your opinion?

PLEASE USE THE SPACE REMAINING FOR ANY ADDITIONAL COMMENTS YOU MAY HAVE.

A STUDY OF
VEHICULAR AND PEDESTRIAN TRAFFIC
IN THE FISHERMAN'S WHARF AREA

Prepared for:

Fisherman's Wharf Merchants Association

By:

Robert E. David
2634 Franklin Street
San Francisco, Ca. 94123

18 September 1973

TABLE OF CONTENTS

Page

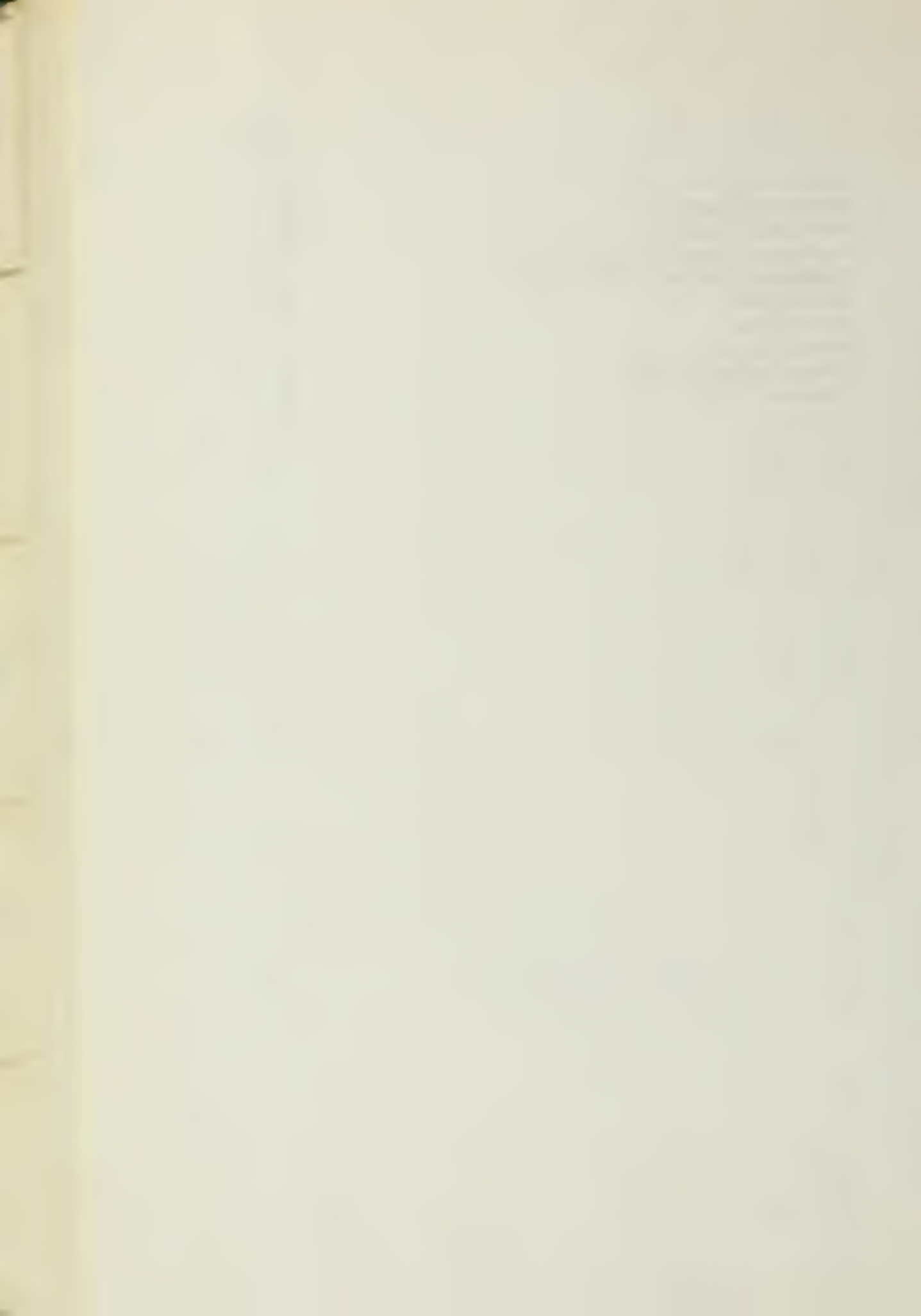
ABSTRACT

LIST OF TABLES

LIST OF ILLUSTRATIONS

INTRODUCTION	1
PROJECT DESCRIPTION	2
Definition of System under Study	2
Items of Concern	2
DATA ACQUISITION	4
Traffic Counts	4
General Observations	7
DATA ANALYSIS	8
Magnitude of Traffic Flow	8
Activity Profile	8
Area of Auto Impact	13
Pedestrian Activity	13
Pedestrian/Auto Conflicts	13
Parking Availability	18
CONCLUSIONS AND RECOMMENDATIONS	19
Traffic Flow	19
Pedestrian Auto Conflicts	20
Parking	22
FUTURE WORK	26
General Field Surveys and Data Gathering	26
Balance Between Various Kinds of Wharf Activities	26
General Urban Design Considerations	27
APPENDIX A	29
Field Sheets for Traffic Counts	29
Bay/Van Ness	31
Bay/Polk	35
Bay/Hyde	39
Bay/Columbus/Jones	43
Bay/Mason	47
Bay/Embarcadero	51

	Page
Northpoint/Polk	55
Northpoint/Larkin	59
Northpoint/Hyde	63
Northpoint/Columbus/Leavenworth	67
Northpoint/Taylor	71
Beach/Hyde	75
Beach/Jones	79
Beach/Mason	83
Jefferson/Leavenworth	87
Jefferson/Taylor	91



LIST OF TABLES

Page

1.	Basic Time Periods of Interest	5
2.	Number of Vehicles that Penetrate North of Northpoint Street	12

LIST OF ILLUSTRATIONS

1.	The Project Area	3
2.	16 Key Intersections Observed	6
3.	Sample Traffic Flow at Beach/Hyde, Saturday, 9:00 pm	9
4.	Sample Traffic Flow at Jefferson/Taylor, Saturday, 9:00 pm	10
5.	Typical Traffic Flow of Entire System, Friday, 4:00 pm - 6:00 pm	11
6.	Typical Activity Profile of Vehicular Traffic for Beach/Hyde on a Friday	14
7.	Areas of Traffic Queue Buildup	15
8.	Areas of Heavy Pedestrian Activity	16
9.	Areas to be Closed to Auto Traffic	21
A.1.	16 Key Intersections Observed	30

ABSTRACT

During the summer months of 1973, traffic counts and general field observations were conducted in the Fisherman's Wharf area of San Francisco in order to assess the magnitude of traffic flow, parking availability, and conflicts with pedestrians and other activities.

This report contains traffic count field sheets, explanatory maps, charts and tables, and a discussion of findings and recommendations for improving traffic conditions.

As far as can be determined, this is the first such study ever performed for this area. It should be noted that, as a major tourist attraction, Fisherman's Wharf is subject to traffic fluctuations based on tourist industry seasonality, and the study was carried out during the busiest tourist season.

INTRODUCTION

During the course of the past decade the Fisherman's Wharf area of San Francisco has undergone a significant transition from primarily a commercial/industrial area to a tourist/entertainment/shopping area while significant portions of the commercial/industrial aspects of the area have been retained.

Attendant with this transition has been a significant increase in visitor vehicular and pedestrian traffic in the area. This increase in traffic has caused congestion in various areas of the wharf. This report is addressed at understanding the nature of this traffic and its impact on wharf activity.

This report is preliminary and describes an ongoing project which has thus far been carried to the limit of the resources currently available.

PROJECT DESCRIPTION

Definition of System under Study

This study is concerned with, and limited to, that portion of the Northern Waterfront of San Francisco which is north of Bay Street and east of Van Ness Avenue. This area is shown set off by a dashed line on the map contained in Figure 1.

Items of Concern

The items with which this study is concerning itself are as follows:

1. Degree of auto impact.
2. Parking availability.
3. Pedestrian activity.
4. Pedestrian/auto conflicts.

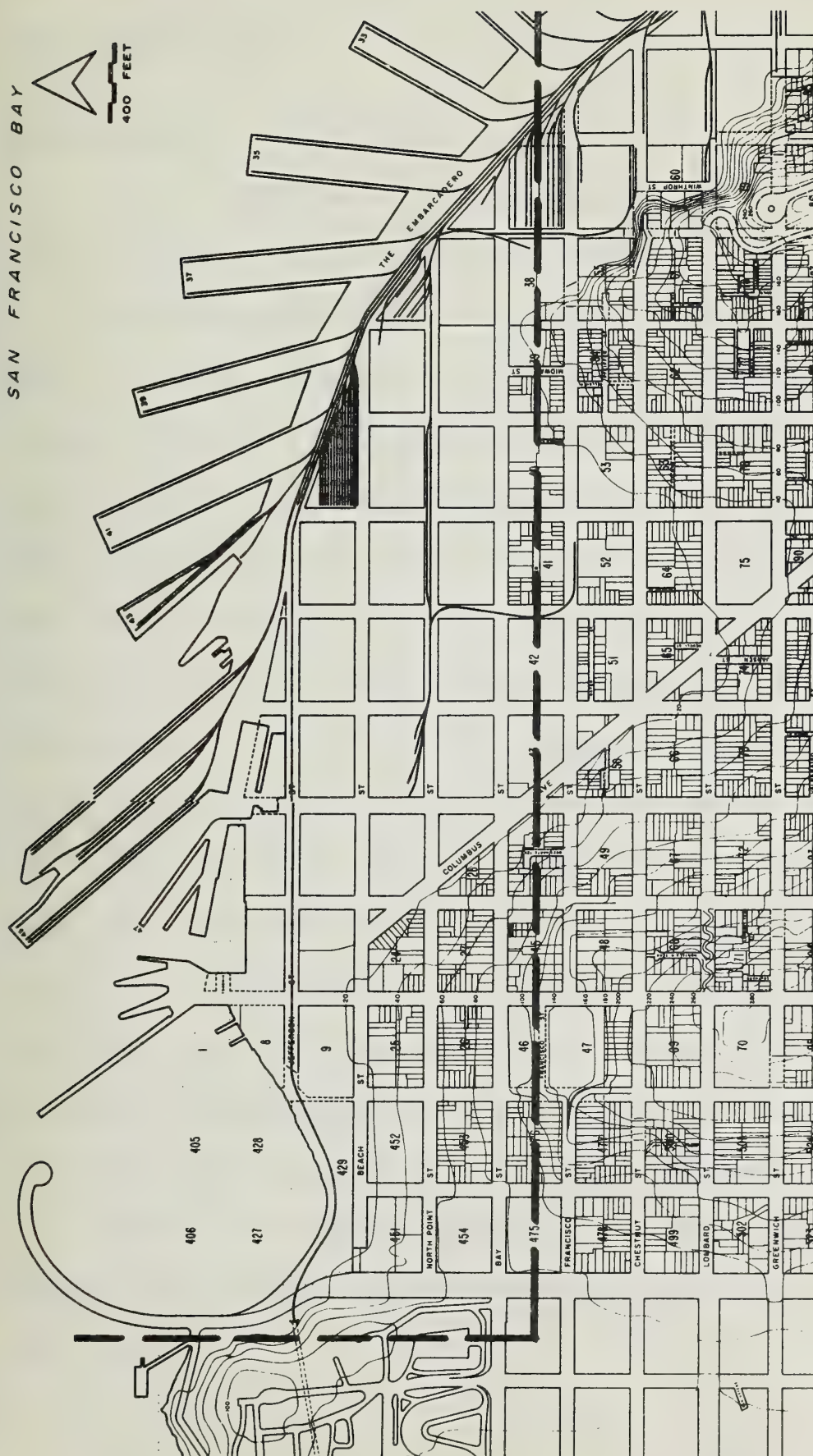


Figure 1. The Project Area

DATA ACQUISITION

Traffic Counts

In order to grasp the order of magnitude of the vehicular traffic in the area, intersection traffic counts were taken.

In order to assess the daily and hourly fluctuations of the traffic flows, the counts were to be taken according to the time periods and representative days of the week shown in Table 1. There are nine basic daily time periods and five representative days of the week. Conceivably, this yields 45 observations to be made at each of the intersections in the area. Since there are 40 intersections in the project area, this would imply the need of making 1800 individual observations requiring about 1000 man-hours. This was clearly not feasible nor necessary. So 16 of the 40 intersections were selected as shown in Figure 2 as being key intersections, a study of which would permit extrapolation of the traffic flow in the entire system. Additionally, the 12:00 midnight - 2:00 am and 2:00 am - 6:00 am time period were regarded as low priority. The field sheets used to record the counts are contained in the appendix of this report. The extent to which these field sheets are filled in indicates the extent to which the counts have been carried out to date.

The field sheets for each of the 16 intersections studied are arranged in the appendix in an order proceeding from south to north and west to east.

Table 1. Basic Time Periods of Interest

Time of Day	Days of the week				
	Mon	Tue Wed Thu	Fri	Sat	Sun
12:00 mi - 2:00 am					
2:00 am - 6:00 am					
6:00 am - 9:00 am					
9:00 am - 11:00 am					
11:00 am - 2:00 pm					
2:00 pm - 4:00 pm					
4:00 pm - 6:00 pm					
6:00 pm - 9:00 pm					
9:00 pm - 12:00 mi					

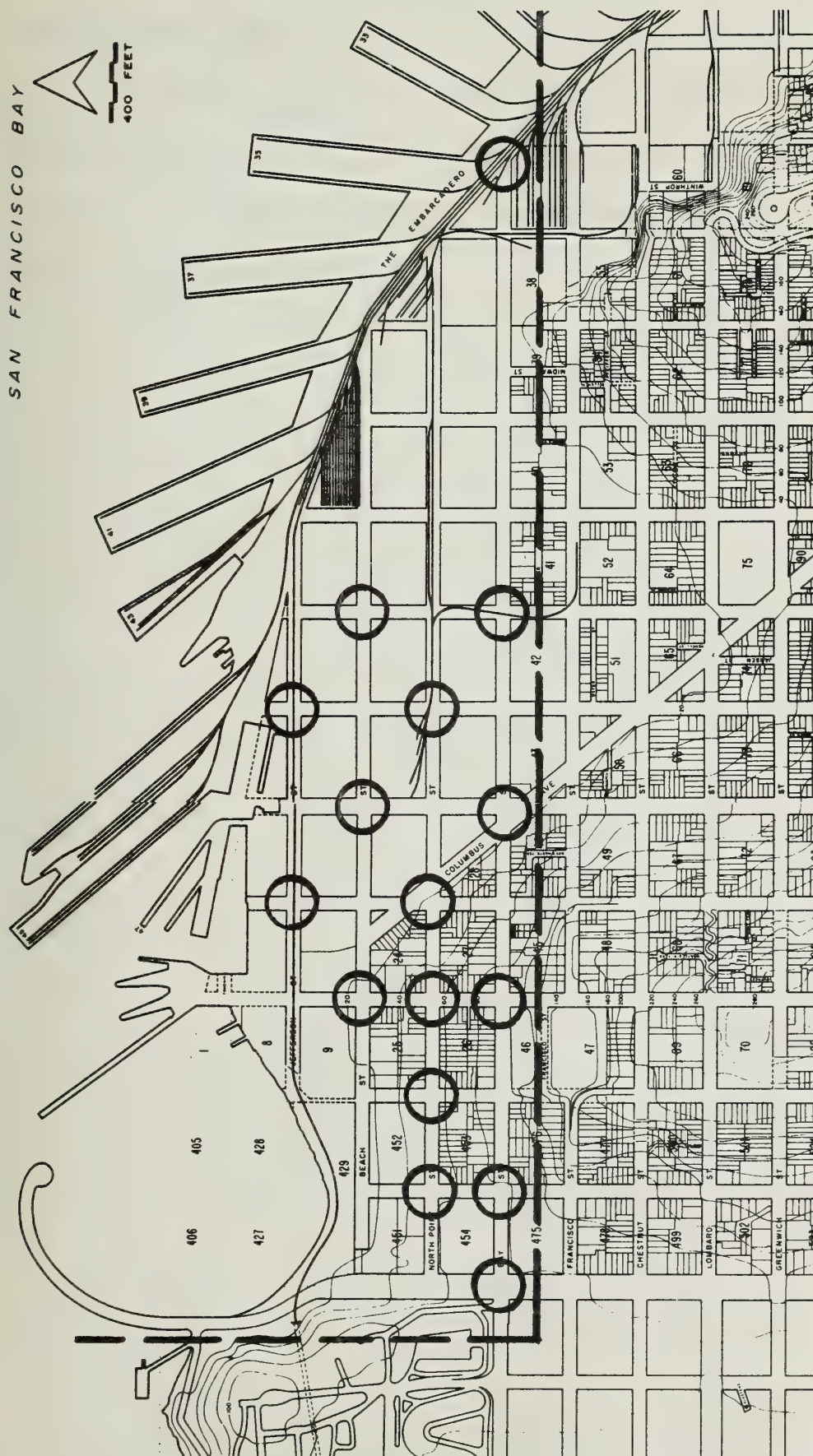


Figure 2. 16 key Intersections Observed

General Observations

In addition to the actual traffic counts, the wharf area was visited throughout the summer at all times of the day and night and on all days of the week. Notes were taken as to observed occurrences relevant to the items of concern of this study.

DATA ANALYSIS

Magnitude of Traffic Flow

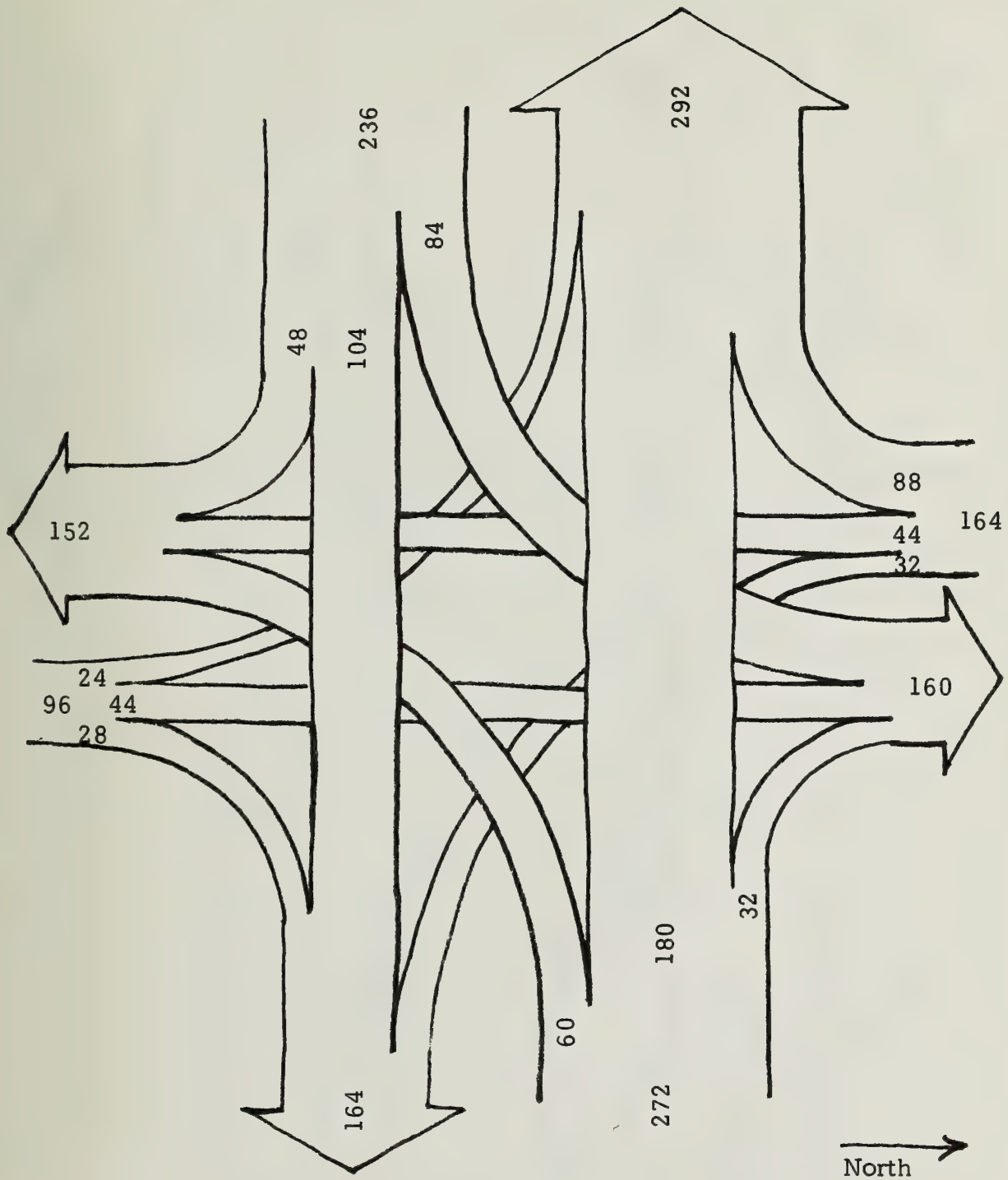
The two intersections of the 16 studied in the wharf area that can be considered as indicators of wharf tourist/visitor activity are Beach/Hyde and Jefferson/Taylor. For the sake of example, diagrams of the traffic flow in vehicles per hour at these two intersections representative of a Saturday night at 9:00 pm are shown in Figures 3 and 4 as derived from traffic counts.

A simplified flow diagram of the entire project area, representative of Fridays, 4:00 pm - 6:00 pm, as extrapolated from the traffic counts is shown in Figure 5. This diagram shows the heavy flow of commuter traffic on Bay Street in contrast to the lower levels of flow within the wharf area itself.

An indication of the number of vehicles that enter the wharf area itself (as opposed to passing it by) was determined from the counts in terms of the number of vehicles that penetrate north of Northpoint Street. This data is shown compiled in Table 2. Thus the number of vehicles that actually enter the wharf area itself between 6:00 am and 9:00 pm on a typical summer Friday is on the order of 20000 vehicles with the most significant portion (40%) accessing the area via the Embarcadero.

Activity Profile

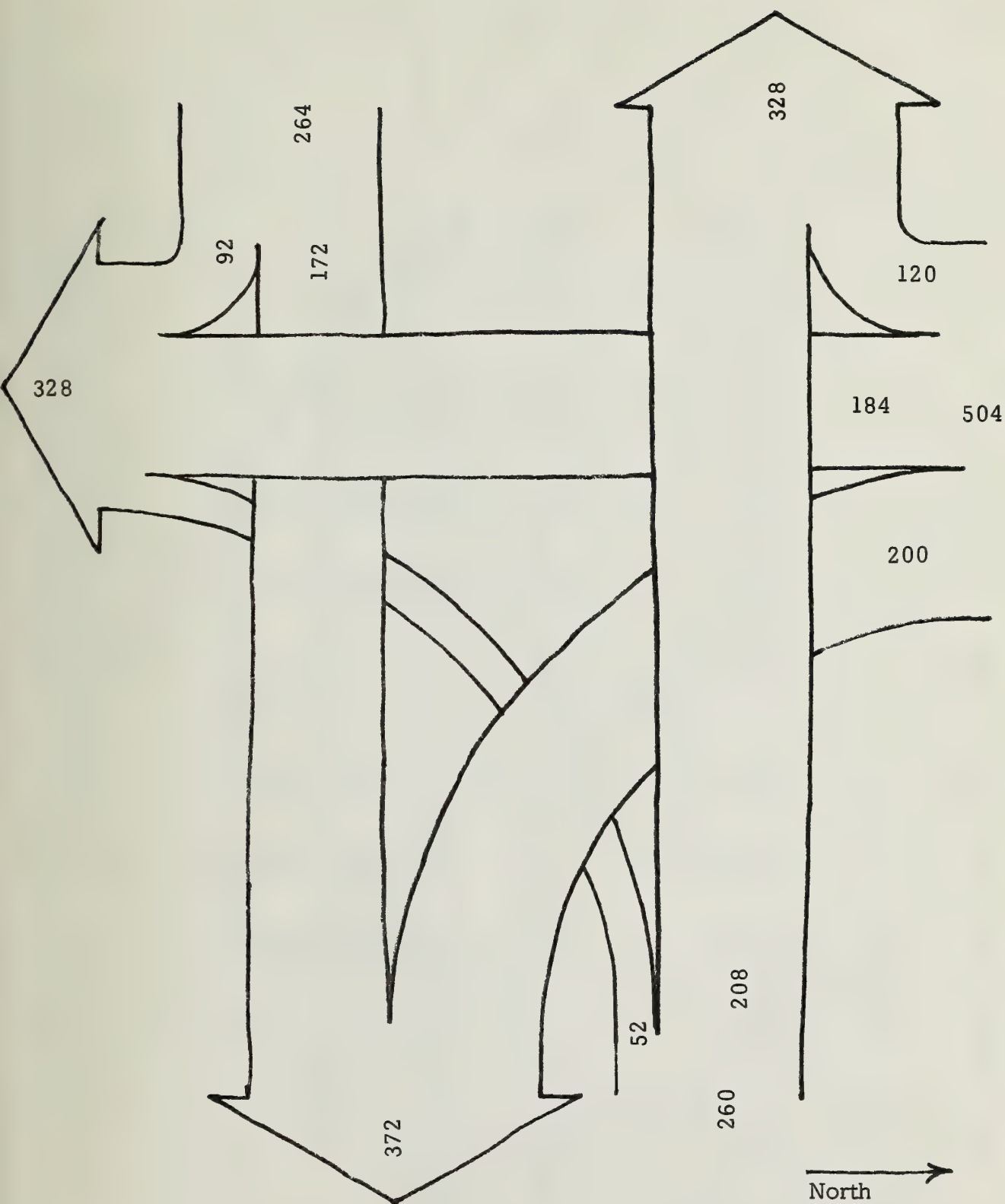
Taking the Beach/Hyde intersection as an indicator, an activity profile for a 24 hour period (a Friday) of the number of vehicles "processed"



Note: Numerals indicate equivalent vehicles per hour.

Figure 3. Sample Traffic Flow at Beach/Hyde, Saturday, 9:00 pm





Note: Numerals indicate equivalent vehicles per hour.

Figure 4. Sample Traffic Flow at Jefferson/Taylor, Saturday, 9:00 pm

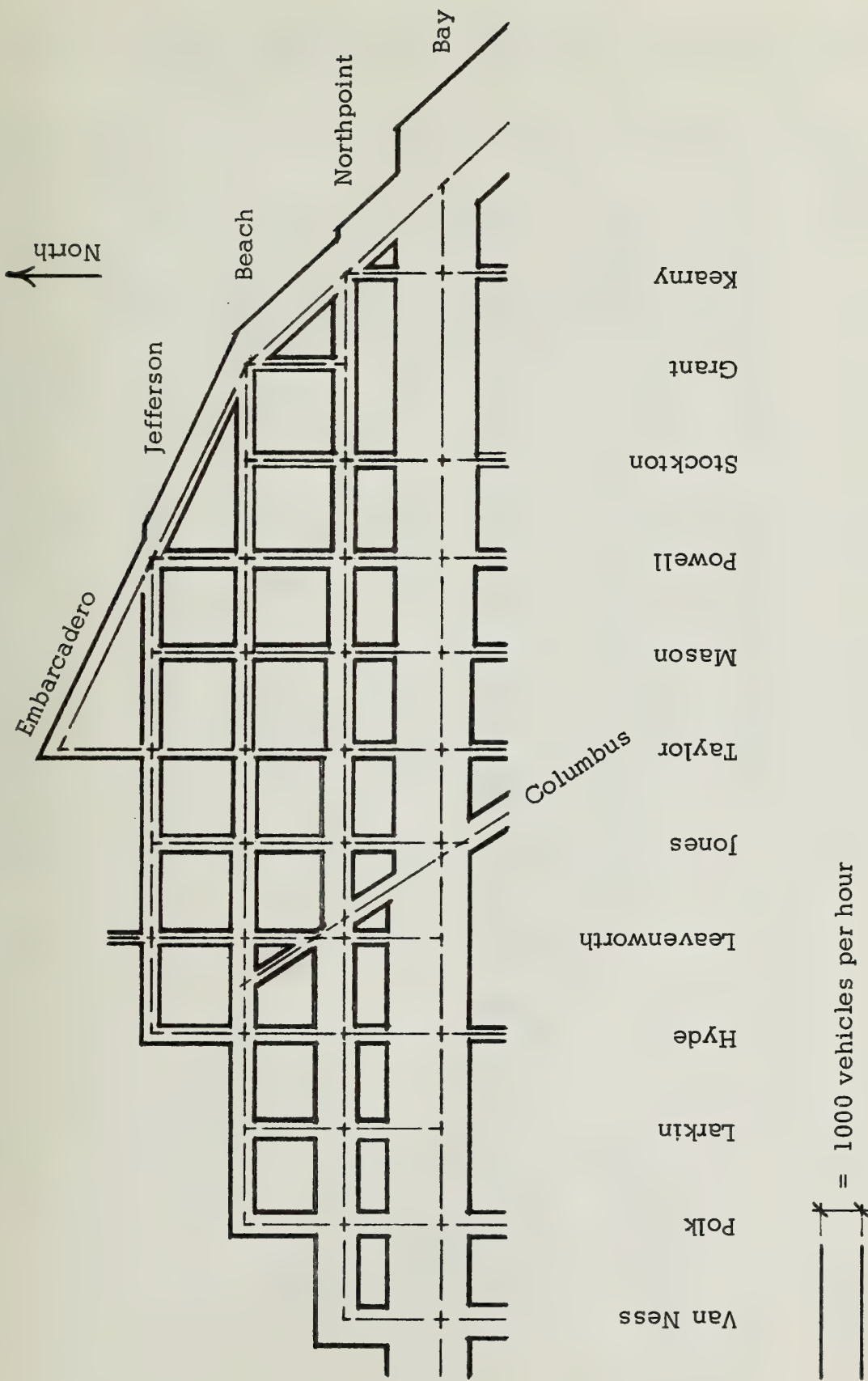


Figure 5. Typical Traffic Flow of Entire System, Friday, 4:00 pm - 6:00 pm

Table 2. Number of Vehicles that Penetrate North of Northpoint Street
(Typical Friday)

Time	Intersections						Totals
	Bay Embrcd.	Nrthpt. Polk	Nrthpt. Larkin	Nrthpt. Hyde	Nrthpt. Colum.	Beach Jones	
6- 9	1164	384	36	156	336	84	2160
9-11	872	208	152	192	424	80	1928
11- 2	2388	792	336	312	1512	216	5556
2- 4	1064	688	480	384	600	112	3328
4- 6	1240	560	152	288	504	136	2880
6- 9	1500	1020	720	570	900	168	4878
Totals	8228	3652	1876	1902	4276	796	20730

per hour by the intersection is shown in Figure 6. This shows that the activity of the area is concentrated in the mid afternoon with relatively little activity occurring before noon. This activity profile is representative for each day of the week with only minor differences in the curve. Sunday afternoon is the worst as far as congestion is concerned.

Area of Auto Impact

Long queues of vehicular traffic do build up in the area, but they are confined to only a portion of the street system as indicated by the shaded areas of the map in Figure 7. The circled intersections are the roots of the congestion. More traffic flows in other parts of the area, but it does not have to confront the obstacles (primarily pedestrians) that these intersections present.

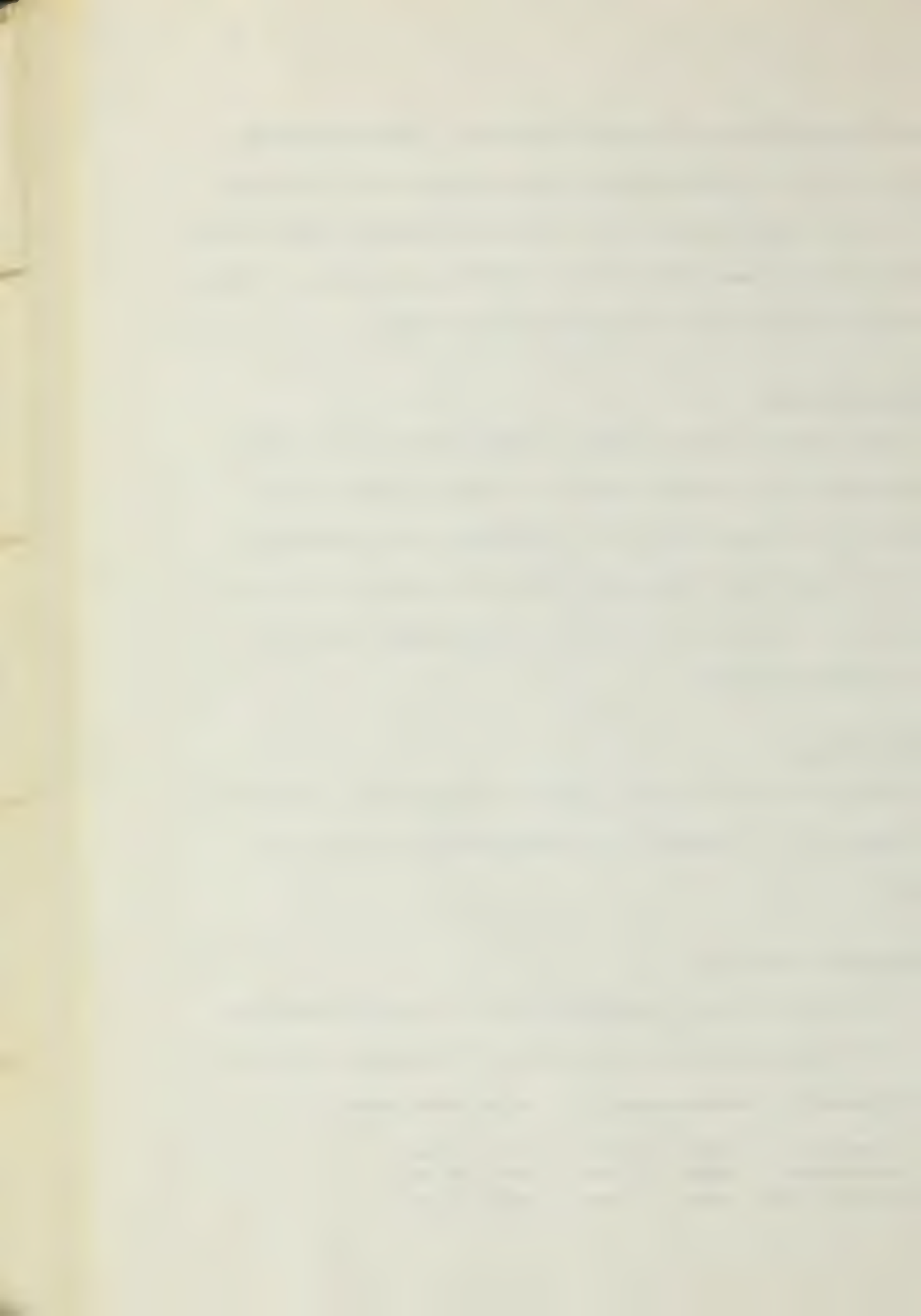
Pedestrian Activity

Heavy pedestrian activity is primarily confined to the same areas of auto congestion as is indicated by the shaded portions of the map in Figure 8.

Pedestrian/Auto Conflicts

The conflicts between pedestrians and autos severely slows down both. The Jefferson/Taylor is a case in point. The existing traffic lights at that intersection function according to the following pattern:

Pedestrians	green : 25 sec	red : 35 sec
Taylor Street	green : 15 sec	red : 45 sec
Jefferson Street	green : 20 sec	red : 40 sec



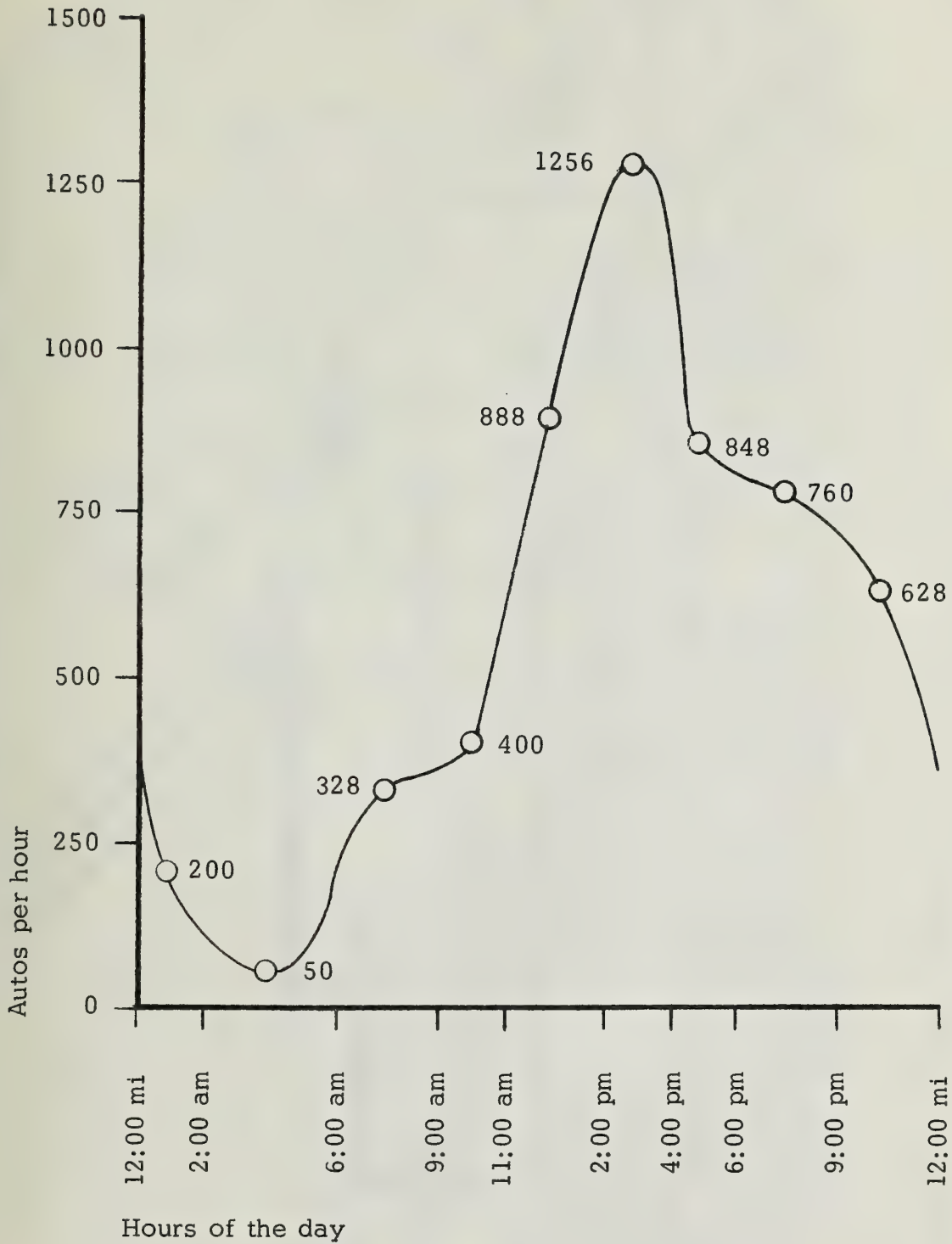


Figure 6. Typical Activity Profile of Vehicular Traffic for Beach/Hyde on a Friday

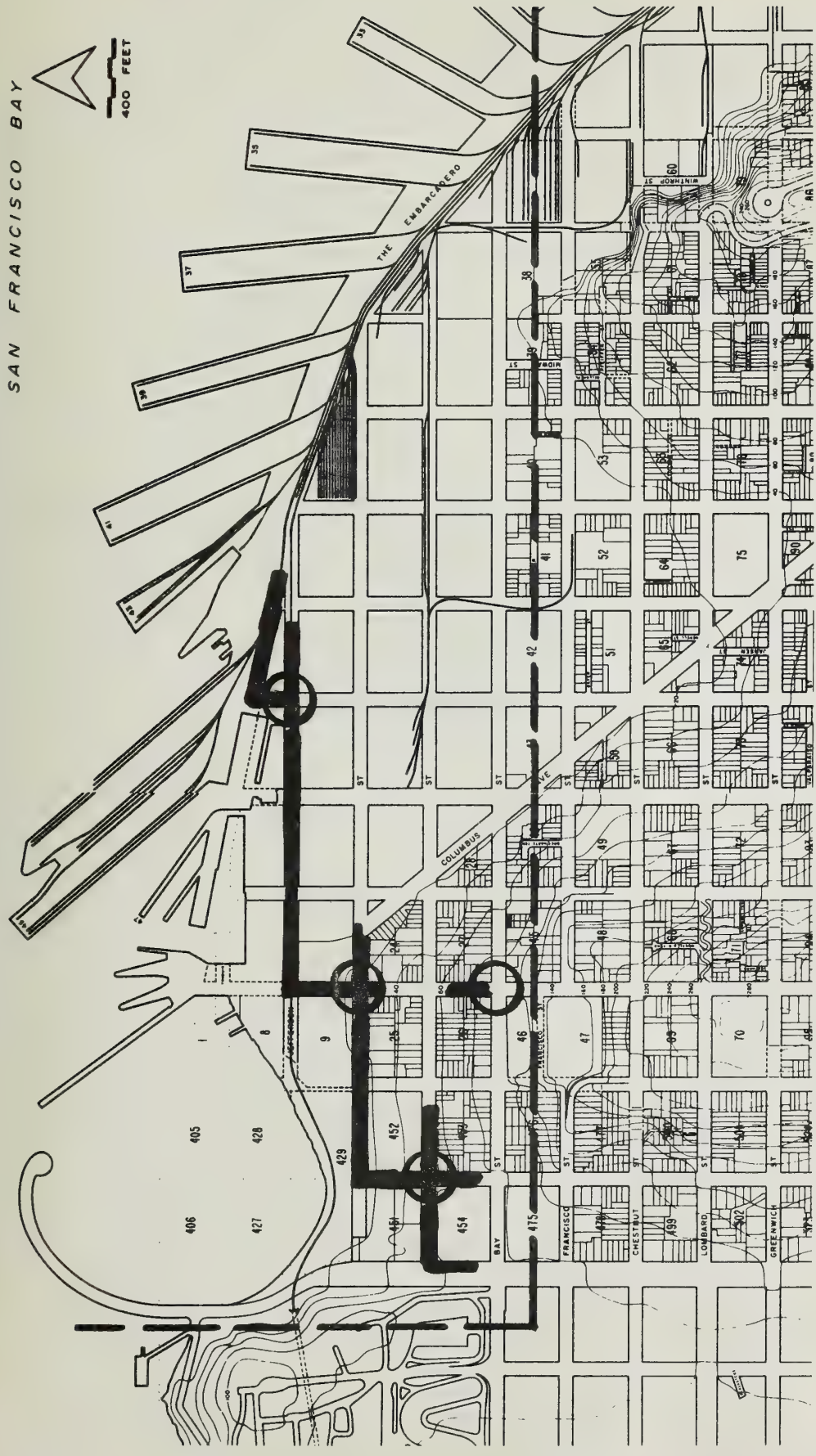


Figure 7. Areas of Traffic Queue Buildup.

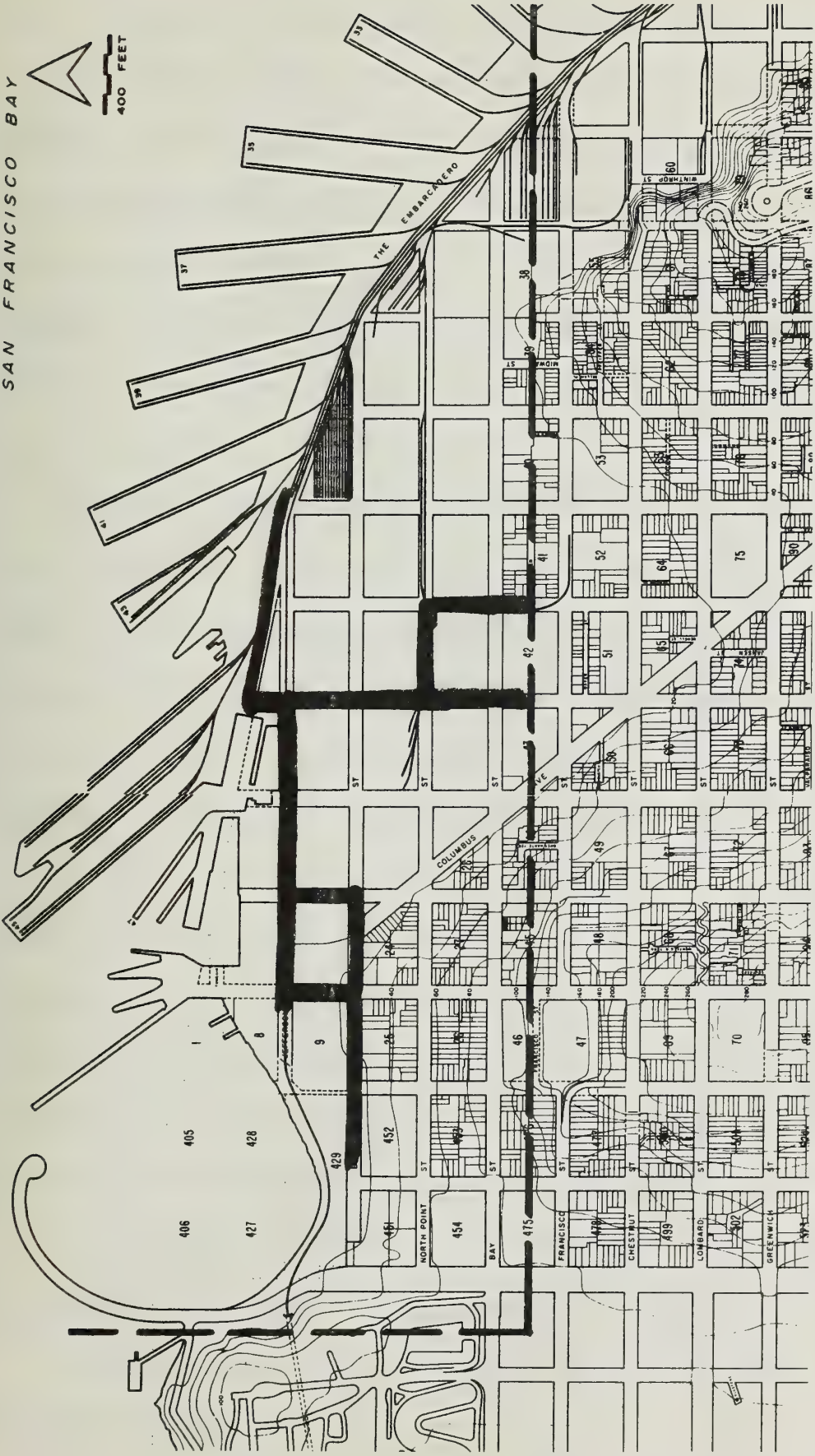


Figure 8. Areas of Heavy Pedestrian Activity

The signal is on a 60 second cycle with the green light in favor of the autos on Jefferson Street only one third of the time. Automobiles on Jefferson who are attempting to turn onto Taylor are typically hampered by pedestrians violating the scramble system "walk/wait" light. These cars attempting the turn are in turn holding up the rest of the traffic on Jefferson Street. It is typical when the pressure from pedestrian traffic is heavy that only two or three autos will clear the intersection on a single green light.

The Beach/Hyde intersection is a similar situation except that there are no traffic lights. As a result this intersection processes fewer cars than does Jefferson/Taylor. Additionally, the cable cars accessing the turntable in Victorian Park compound the problem. On Sunday afternoons the situation requires the presence of a flagman to control autos and pedestrians to permit the cable cars easy access to the turntable.

Along Jefferson Street overlooking the fishing boats the pedestrians conflict with themselves because of crowds that gather to watch the party boats come in and/or the street artists who station themselves on the benches which are on the sidewalk in this area. This situation is also the worst on Sunday afternoons which results in pedestrians walking out into the street to bypass the groups on the sidewalk.

Autos accessing the parking lot at DiMaggio's have to wait to wait for the sidewalk to clear of pedestrians for several minutes on occasion.

Autos attempting to parrallel park along Jefferson Street complicate the situation further.

Parking Availability

Curbside parking in the area is in high demand regardless of whether the parking meters are operational at that particular time of day or not. The parking demand is proportional to the undulations of the activity profile already discussed in Figure 6. The high parking demand is evidenced in the afternoon and early evening by there being a car waiting for a particular space as soon as there is any evidence that the car already occupying the space is getting ready to leave. This level of demand for parking exists each day beginning about noon and does not subside until the output of automobiles from the area begins to exceed the input. On week-nights this occurs about 9:30 pm in the Jefferson/Taylor area with the Beach/Hyde area being relieved about a half hour later. This is due to the prevalence of night spots in the Cannery and Ghirardelli Square. Similarly, on weekend nights, the parking demand subsides at about 11:45 pm - 12:15 am. Again, as is the case with the build up of traffic queues, the most intense demand for parking is mid Sunday afternoon. Before 10:00 am you can park anywhere in the area that you wish.

Translated in terms of the activity profile of Figure 6, it appears that parking is readily available so long as the amount of traffic processed at the Jefferson/Taylor intersection does not exceed 400 cars per hour.

CONCLUSIONS AND RECOMMENDATIONS

Traffic Flow

A glance at the traffic flow diagram of the area in Figure 5 shows that the amount of traffic that we are dealing with in the northernmost part of the area is small compared to the flow on streets like Bay Street.

The nature of the street system in the immediate wharf area (it is not hierarchical), the nature of the traffic control devices, and the level of pedestrian activity make the traffic appear worse than it actually is. It only takes a slight increase in the traffic flow to greatly increase the length of the traffic queues on Jefferson.

It appears that the crowd that comes into the wharf area is primarily from the hinterlands of the Bay Area, and their only goal is to visit the wharf area. They tend to cruise around the area until a parking space appears. This cruising activity eventually saturates certain streets. Those persons with a specific goal in mind such as eating at a certain restaurant will tend to enter a parking lot immediately upon arrival in the wharf area.

From the economic standpoint those persons cruising in their cars do not contribute anything to the gross receipts of the wharf's businesses.

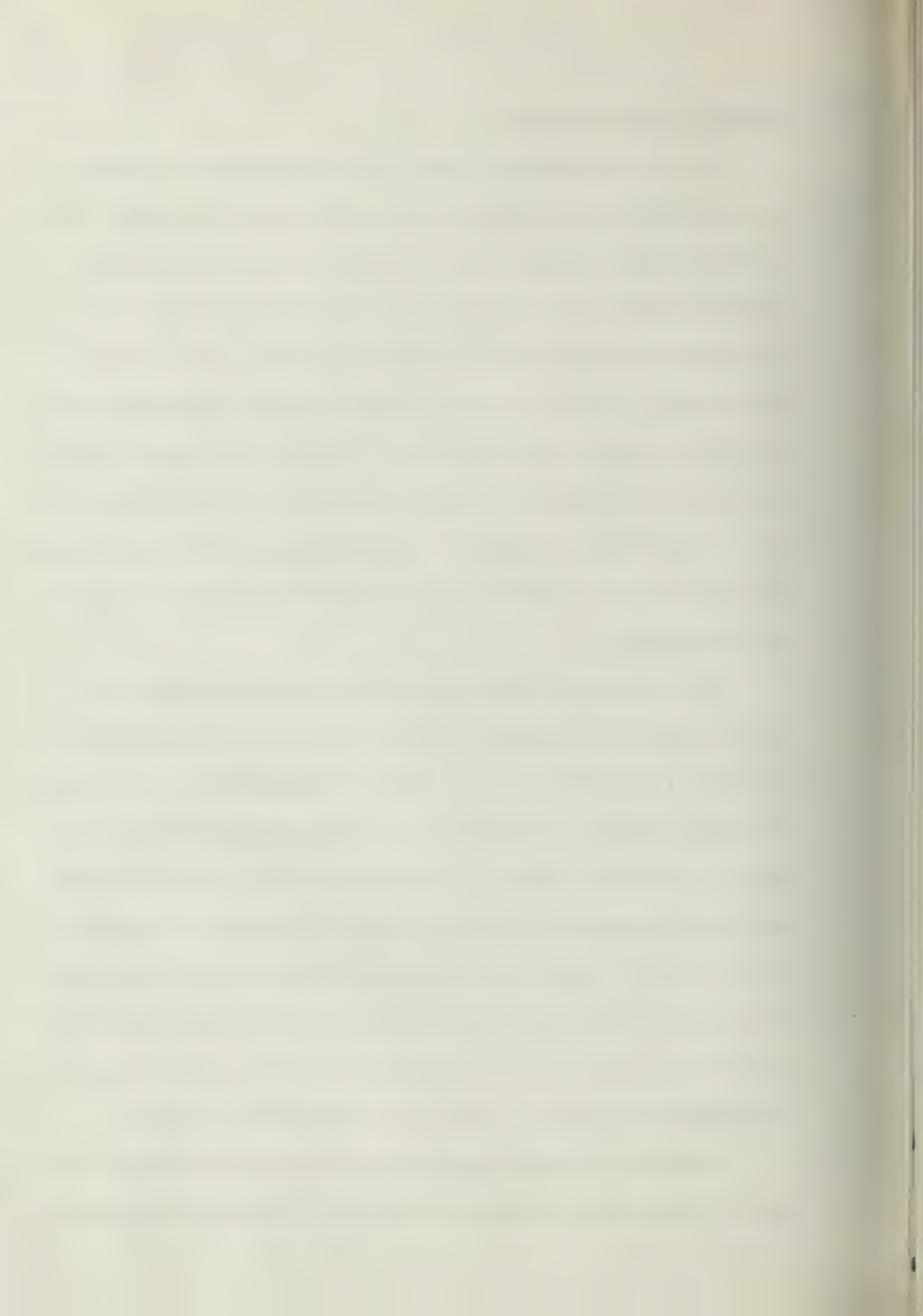
In certain respects, the traffic queues that build up tend to serve the interests of the cruising persons since while in a queue you can relax and look around at the sights.

Pedestrian/Auto Conflicts

As already indicated in Figure 7 and 8, the areas of high auto activity are coincident with the areas of high pedestrian activity. The conflict between the two modes of travel is the primary reason for stagnant traffic. The two places of most conflict are the two key intersections of Beach/Hyde and Jefferson/Taylor. At the latter intersection, there is the conflict between turning vehicles and pedestrians as has already been mentioned. It would seem desirable at this intersection to somehow separate the autos from the pedestrians. This can be done in varying degrees. A partial separation that would involve little or no expense would be to simply prohibit any turns by autos at this intersection.

A more ambitious approach would be to prohibit through auto traffic entirely on Jefferson from Mason Street to Hyde Street and also on Hyde Street from Jefferson to Beach. This prohibition would only be necessary during the afternoons and evenings of various times of the year. In addition to relieving the intersections this would relieve the pedestrian congestion along Jefferson Street overlooking the fishing boats. Figure 9 shows the area that should be closed to through autos. This proposal would also relieve the Beach/Hyde intersection, and the addition of a railroad type crossing signal to control cars crossing Hyde on Beach would assist the cable cars crossing Beach on Hyde.

This auto prohibition approach would possibly be precluded or in need of modification, however, in the event of the new traffic patterns



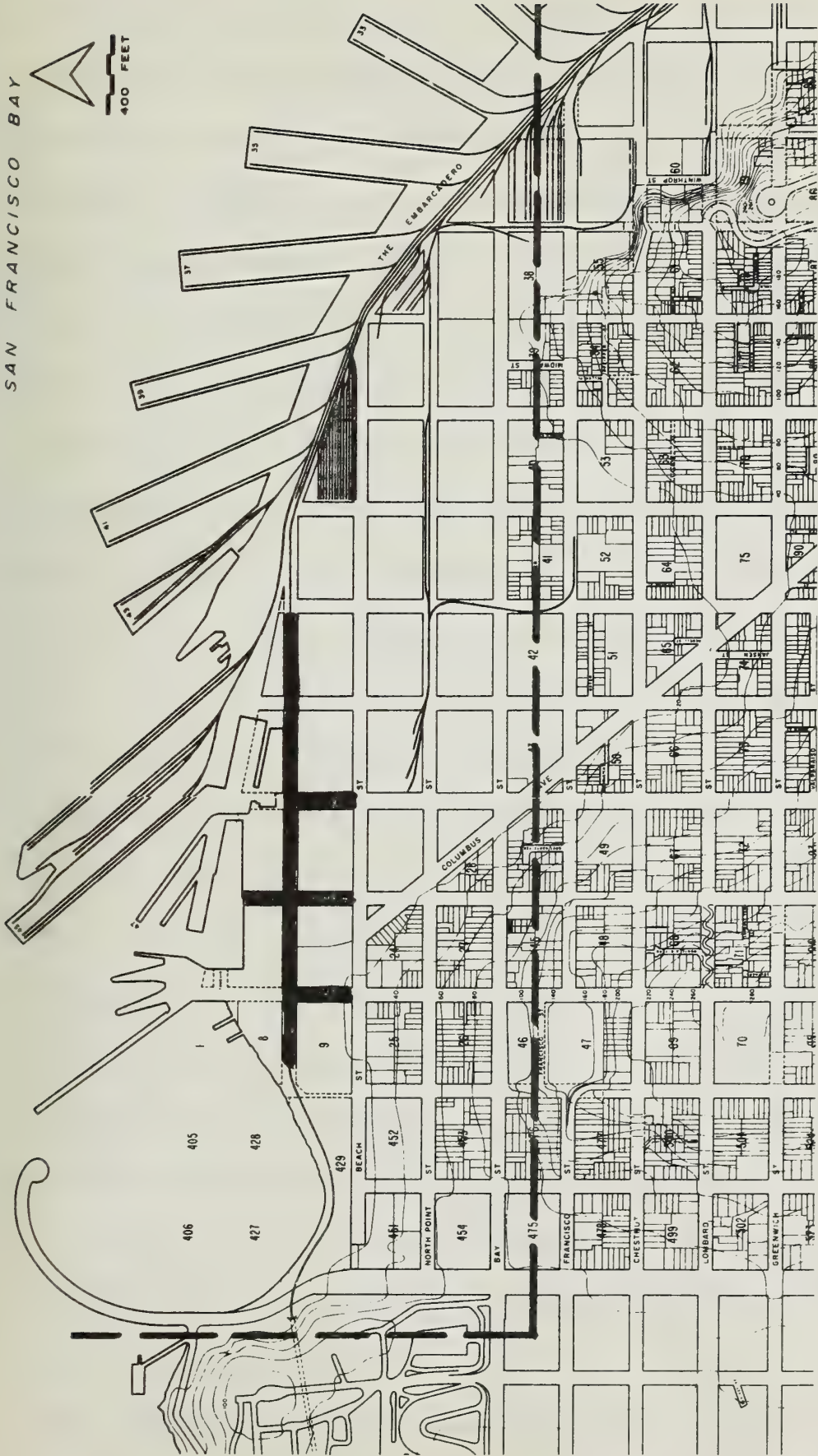


Figure 9. Areas to be Closed to Auto Traffic.

involved in the extension of the Powell/Mason cable car north along Taylor Street beyond Jefferson Street. Various traffic management possibilities should be considered which could help make the cable car extension a success. A set of such possibilities revolve about how to treat the area bounded by Taylor, Jefferson, Powell, and the Embarcadero. The westernmost portion of this area will be occupied by the cable car turntable and associated passenger plaza area (currently occupied in great part by the Standard Oil filling station at Jefferson and Taylor Streets). The heavy stream of traffic which currently comes westward along the Embarcadero and is turned south at Taylor Street would conflict with the cable car movement patterns both at the turntable area and also further south along Taylor Street. In this respect that portion of the Embarcadero west of Powell Street could be appropriately signed and gated so as to prevent access to through traffic which could be diverted westward along Jefferson Street. Thus that portion of the Embarcadero and of Taylor Street north of Jefferson Street could become a pedestrian oriented area sheltered from the through traffic. The sheltered area could also contain some parking activity which could tie in with a parking scheme for Pier 45 (mentioned below) in the event that this were to become feasible.

With regard to truck and other commercial traffic that services the fish processors and other activities north of Jefferson Street between Jones and Hyde Streets, a new circulation pattern could be created wherein the trucks would enter the area on Leavenworth Street

at Jefferson Street, as they currently do, but they would exit back on to Jefferson Street near Hyde Street. This would eliminate the currently difficult exit pattern of backtracking on Leavenworth Street to Jefferson Street.

Parking

Typically, the parking supply in the wharf area is not completely used. Curbside metered parking is always used during the peak periods, but there is usually space available in the various lots. The parking fees are probably discouraging. Assuming that ample parking space were to become available such as on Pier 45, an experiment in free parking provided by the association might be in order.

Access to parking should be direct and casual. Multi-floor parking structures, parking attendants, ticket validations, parking fees, etc. make the parking process difficult for the unacquainted visitor/tourist and native alike. Pier 45 seems to be in a good location since it could easily catch the traffic coming in on the Embarcadero which supplies a major portion of the traffic (about 40%) that comes into the wharf area.

Access to parking should be configured in such a way that it does not significantly interfere with pedestrian activity.

The whole question of parking is a delicate one since any parking solution implemented today could become a future problem of major proportions -- especially when considered in light of the disruption capabilities of large quantities of automobiles. Conceivably, if parking were provided, and if congestion were to decrease as a result, then

people who would normally be in autos cruising around would be encouraged to become pedestrians, but the decreased auto congestion might also encourage additional auto users to enter into the area who might not otherwise come due to the currently experienced congestion. In any case, the additional parking would (if the price were right) place more consumers on foot (persons in autos are not consumers). The broadened consumer base could trigger additional development of new tourist oriented businesses in the wharf area which would further de-emphasize the fishing industry. Increased development would of course generate a new order of congestion and various sorts of adverse impacts on the surrounding areas and the wharf area itself. If parking capacity were to be significantly increased (as will be the case with the soon to be completed parking structure at Jefferson and Jones Streets), then it might be desirable to tightly control or stop entirely the influx of new non-maritime businesses in order to prevent further intensification and growth of wharf area activity. The current traffic congestion itself might be employed as a limit to growth.

Various possible concepts of the physical placement of parking in the wharf area would have differing effects on the character of the area if such concepts were to be implemented. For example, a single large satellite parking structure located east of the wharf area with a shuttle bus connection to the wharf area would produce contrived-amusement-park kinds of images in the mind of the visitor and native alike, whereas small pockets of parking spaces sprinkled about the area

would reinforce an image of genuineness which is to be associated with the area as being an integral element of the City.

In any case the parking issue and its associated socio-economic implications require careful study.

FUTURE WORK

General Field Surveys and Data Gathering

The investigation described in this preliminary report and the following additional aspects of wharf activity should be observed on a continuing basis for the sake of comparison between seasons of the year:

1. License plate check of autos. Where are the people coming from?
2. Visitor interviews. What is the public image of the wharf? Why do they come? Do they like what they find?
3. Correlation of wharf activity with weather conditions.

With regard to the parking situation, special attention should be paid to the impact of the new parking structure currently under construction at Jefferson and Jones Streets.

Balance between Various Kinds of Wharf Activities

Activity profiles such as the one of vehicular traffic shown in Figure 6 should be developed for the following wharf activities:

1. Fishing industry traffic and/or general activity level. What would the activity be like if the fishing industry were to expand significantly?
2. What vehicular routes would be necessary to support the expanded fishing industry compared to the routes that they now use?
3. General vehicular activity. Congestion, queues, etc.
4. General pedestrian activity. Clustering of sightseers, walking, street merchants, etc.
5. Operating hours of business establishments.

In general it seems that two basic activity systems are to be identified:

the visitor system and the wharf industry (fishing, support functions, railroad, etc.) system. Additionally, an analysis of the relationship between the two systems (i.e. a comparison of their activity profiles) would conceivably show that the two systems coexist without any major conflicts because either system operates primarily during the slack time of the other. In general it can be said that the industrial system functions primarily before noon, and the visitor system functions in the afternoon and evening. Care must be taken that this balance or coexistence is not upset by the wrong kind of new development.

In terms of this concept of system balance the belt railroad is a case in point. The City Planning Department in its Northern Waterfront Plan advocates the removal of the Jefferson Street tracks that continue to Fort Mason and the Presidio. These tracks are currently used only in the early mornings when vehicular and pedestrian traffic is essentially non-existent. Why remove it? If these tracks are a usable element (or if future circumstances make them more usable than they are today) of the City's railroad network, then their presence in the wharf area is another aspect of what should be interpreted as the genuineness of the area.

General Urban Design Considerations

Finally, general urban design and city planning considerations as presented in the Northern Waterfront Plan should be re-assessed in light of new attitudes and new understanding of the wharf's place in the City and new objectives aimed at recapturing what has been lost and conserving what remains of the genuineness of the wharf's existence.

APPENDICES

APPENDIX A

Field Sheets for Traffic Counts

The following appendix contains the field sheets used to compile the traffic counts taken in the wharf area. There is a set of four sheets for each of the 16 key intersections observed as originally described in Figure 2 and here again in Figure A.1. Each set of sheets is made up of one cover sheet and three tabulation sheets. The cover sheet (paged 1/4, i.e. "page 1 of 4") contains a diagrammatic description of the intersection and its possible traffic paths and any relevant miscellaneous remarks. The tabulation sheets (2/4, 3/4, and 4/4) contain traffic counts (keyed to the diagram on the cover sheet) for designated 15 minute periods each of which are within one of the 45 basic time periods to be observed as originally described in Table 1. The sets of field sheets for each intersection are arranged in an order proceeding south to north and then west to east.

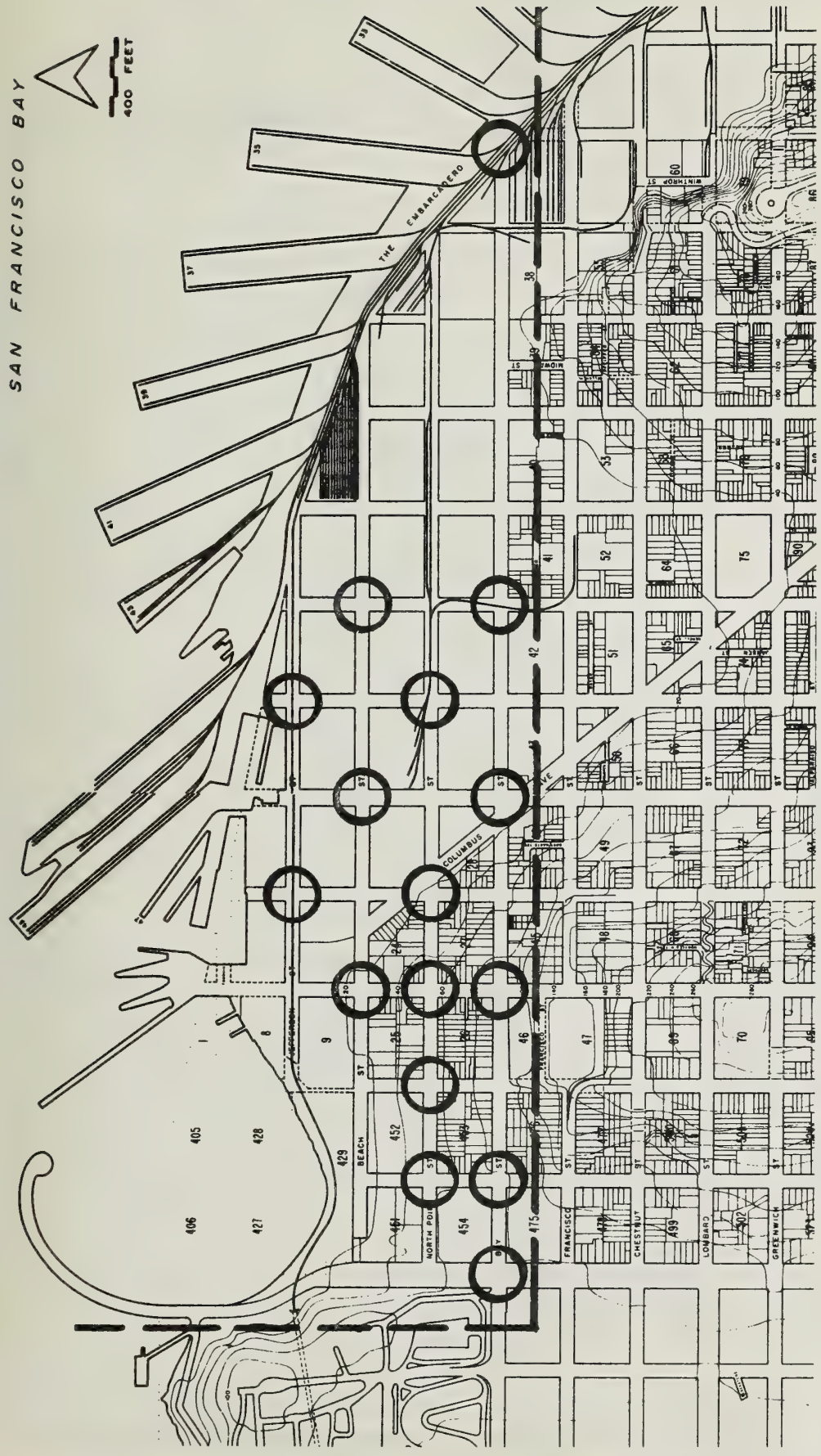
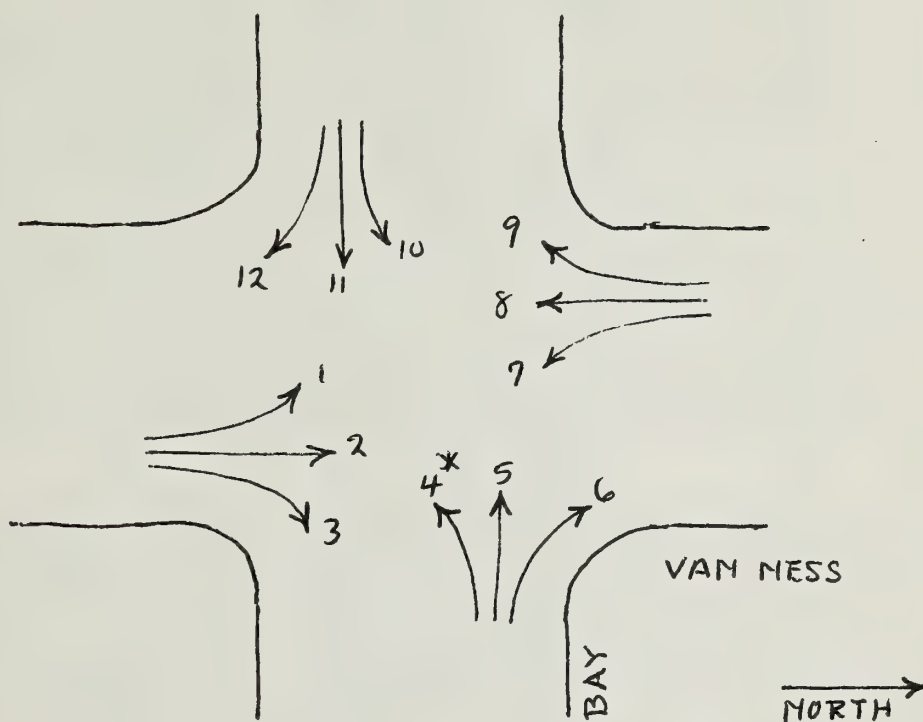


Figure A.1. 16 Key Intersections Observed

BAY / VAN NESS

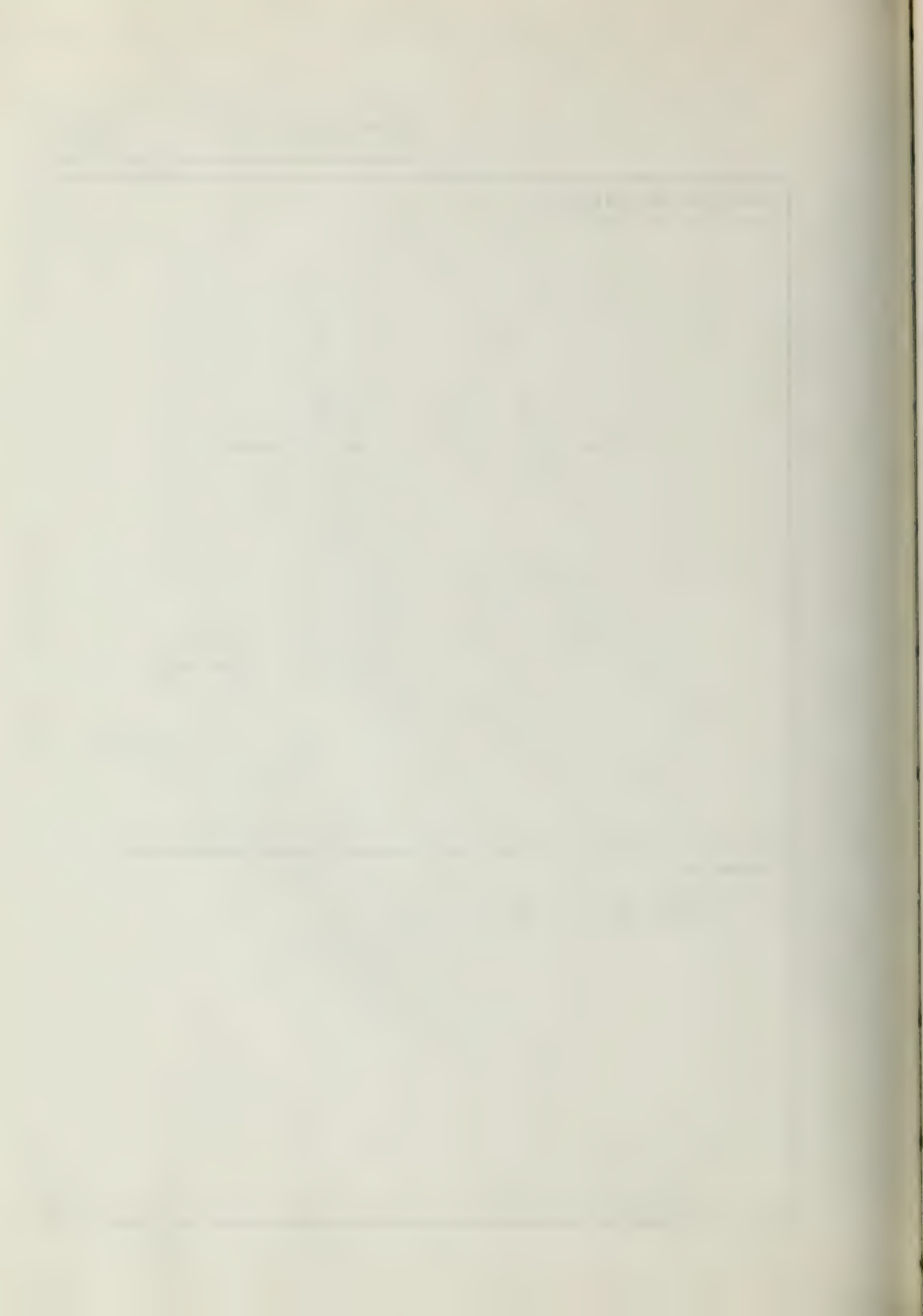
1/4

Diagram of Setting



Remarks

* No left turn - 7-9, 4-6



BAY/ VAN NESS

2/4

	MON	TU/WE/TH	FRI	SAT	SUN
12 m → 2 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
2 am → 6 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
6 am → 9 am		8/22/13 8:10 am 8:25			
	1	—			
	2	278			
	3	388			
	4	—			
	5	250			
	6	10			
	7	—			
	8	80			
	9	14			
	10	—			
	11	750			
	12	125			

BAY / VAN MESS

3/4

	MON	TU/WE/TH	FRI	SAT	SUN
9 am → 11 am		8/22/73 9:05 am 9:20	8/24/73 9:05 am 9:20		
	1	13	6		
	2	25	46		
	3	14	18		
	4	17	7		
	5	49	69		
	6	3	2		
	7	4	41		
	8	21	5		
	9	19	22		
	10	11	15		
	11	221	265		
	12	18	14		
11 am → 2 pm		8/22/73 11:00 am 11:15	8/24/73 11:00 am 11:15		
	1	23	21		
	2	51	98		
	3	26	34		
	4	35	25		
	5	39	216		
	6	18	4		
	7	14	1		
	8	41	40		
	9	22	34		
	10	11	32		
	11	278	289		
	12	21	40		
2 pm → 4 pm		8/22/73 3:10 pm 3:25	8/24/73 3:10 pm 3:25		
	1	28	22		
	2	61	112		
	3	31	56		
	4	35	14		
	5	40	170		
	6	20	4		
	7	16	13		
	8	43	52		
	9	29	42		
	10	24	8		
	11	256	230		
	12	31	32		



BAY / VAN MESS

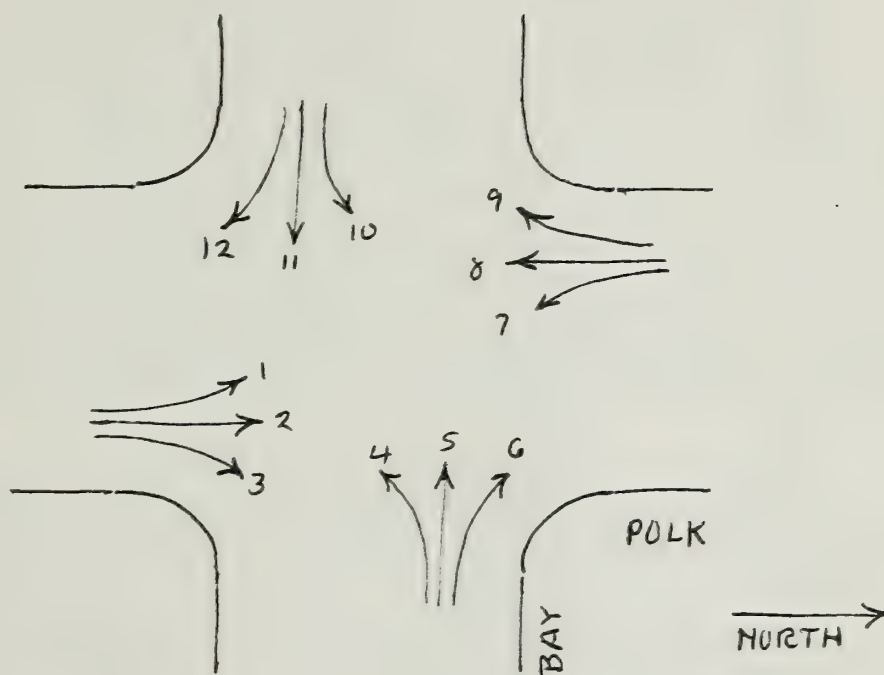
4/4

	MON	TU/WE/TH	FRI	SAT	SUN
4 pm → 6 pm		8/22/73 5:10 pm 5:25	8/24/73 5:10 pm 5:25		
	1	—	—		
	2	25	44		
	3	14	24		
	4	—	—		
	5	39 ?	389		
	6	20	12		
	7	—	—		
	8	22	32		
	9	20	36		
	10	—	—		
	11	239	182		
	12	17	34		
6 pm → 9 pm		8/23/73 8:21 pm 8:36 +15			
	1	34			
	2	42			
	3	17			
	4	43			
	5	129			
	6	3			
	7	1			
	8	46			
	9	35			
	10	11			
	11	140			
	12	30			
9 pm → 12 m		6/12/73 11:36 pm 11:51			
	1	6			
	2	16			
	3	11			
	4	30			
	5	80			
	6	2			
	7	0			
	8	25			
	9	23			
	10	2			
	11	63			
	12	10			

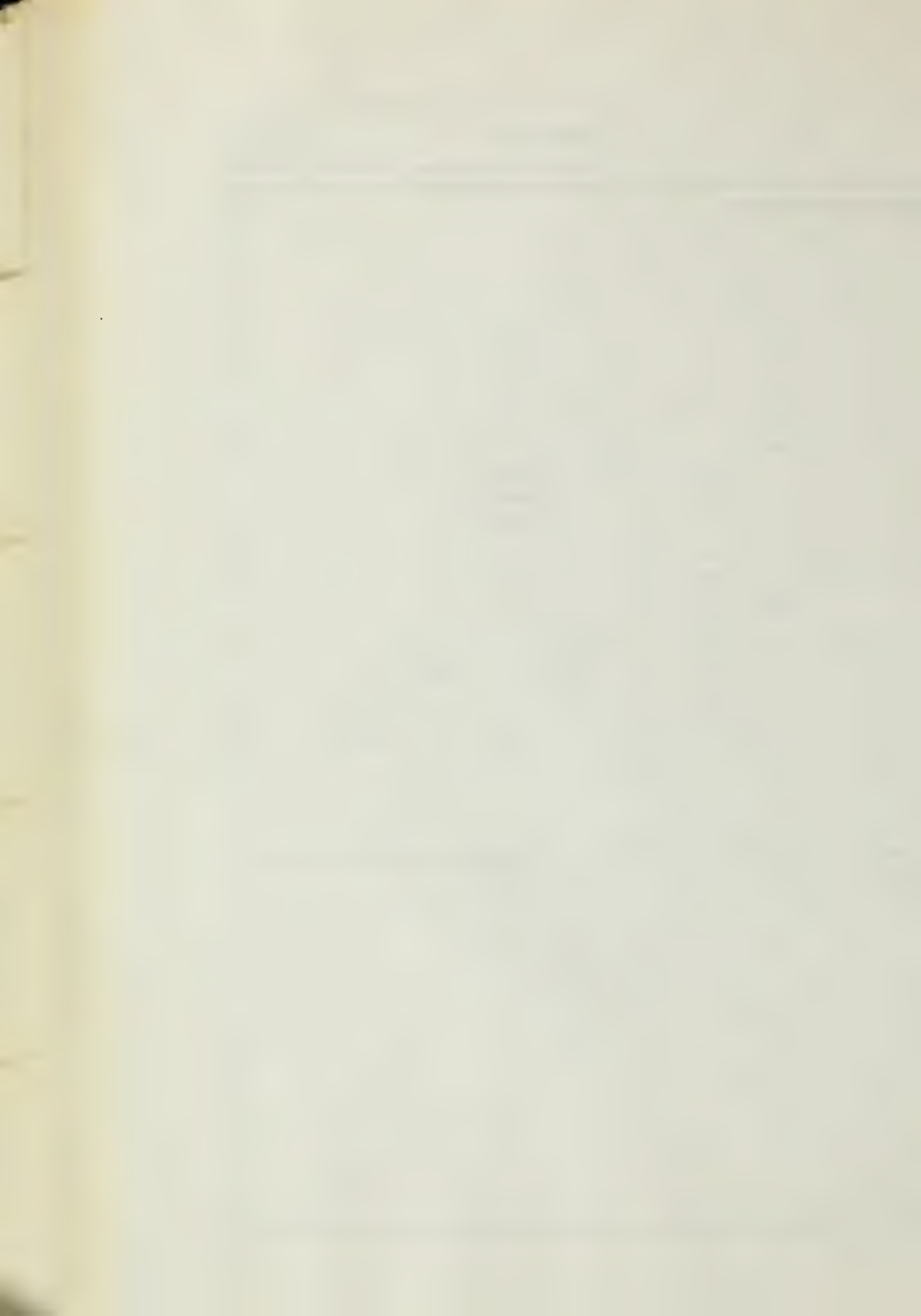
BAY/POLK

1/4

Diagram of Setting



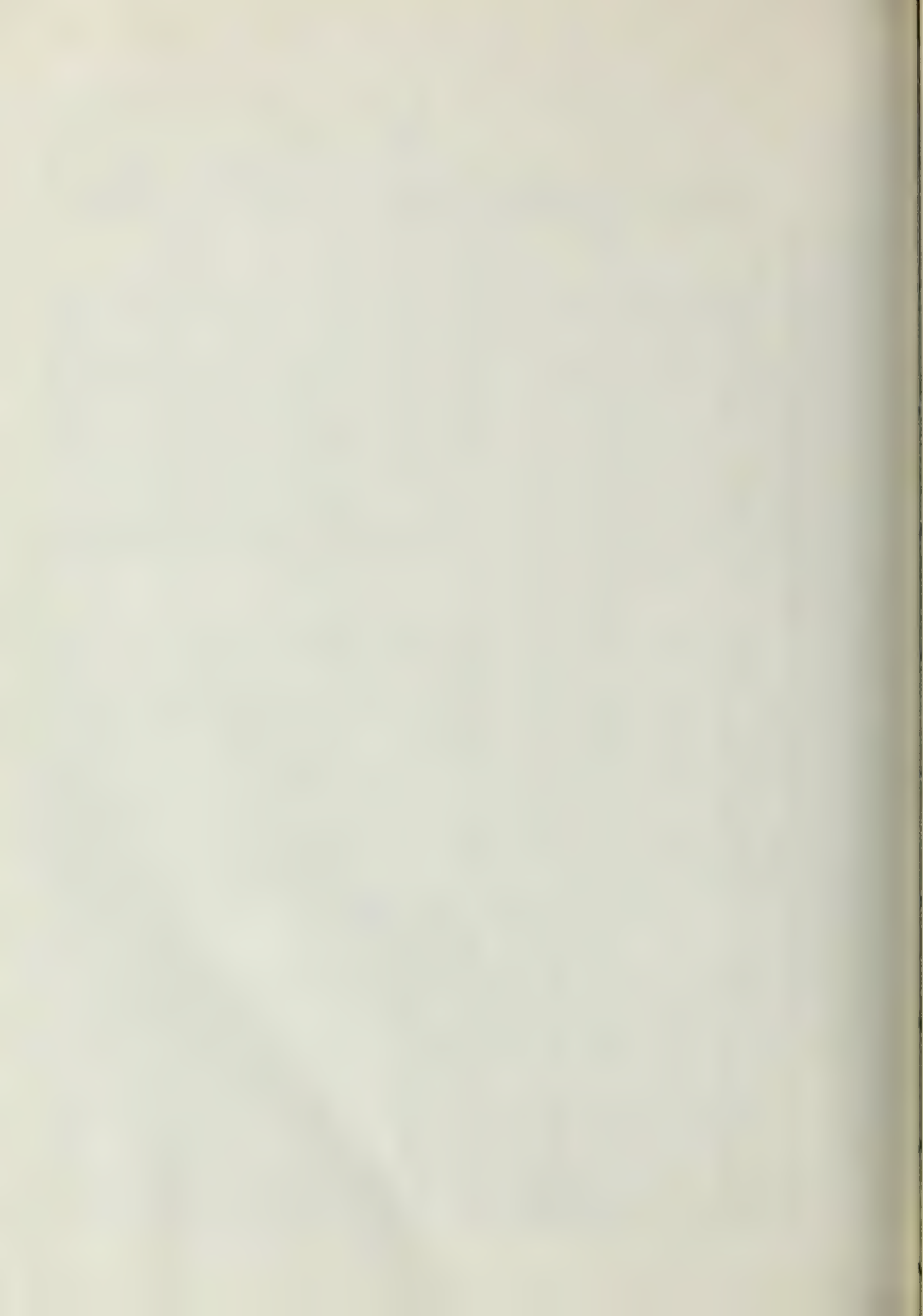
Remarks



BAY / POLK

2/4

	MUN	TU/WE/TH	FRI	SAT	SUN
12 m → 2 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
2 am → 6 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
6 am → 9 am		8/22/73 8:20 am 8:35	8/24/73 8:45 am 9:00		
	1	23	7		
	2	37	12		
	3	21	5		
	4	8	4		
	5	97	98		
	6	25	0		
	7	4	0		
	8	15	9		
	9	12	2		
	10	7	25		
	11	483	278		
	12	64	12		



BAY/ POLK

3/4

	MON	TU/WE/TH	FRI	SAT	SUN
9 am → 11 am		8/22/73 10:25 am 10:40	8/24/73 10:25 am 10:40		
	1	6	11		
	2	18	23		
	3	6	10		
	4	6	11		
	5	56	98		
	6	2	4		
	7	2	2		
	8	7	17		
	9	12	2		
	10	10	12		
	11	120	203		
	12	11	19		
11 am → 2 pm		8/22/73 12:00 n 12:15 pm	8/24/73 12:00 n 12:15 pm		
	1	14	18		
	2	27	31		
	3	11	18		
	4	13	20		
	5	73	204		
	6	5	16		
	7	3	3		
	8	11	23		
	9	17	20		
	10	21	26		
	11	143	230		
	12	19	12		
2 pm → 4 pm		8/22/73 2:50 pm 3:05	8/24/73 2:50 pm 3:05		
	1	17	12		
	2	35	13		
	3	26	21		
	4	10	17		
	5	101	171		
	6	30	4		
	7	8	13		
	8	16	22		
	9	12	29		
	10	8	21		
	11	421	131		
	12	70	18		

BAY/PULK

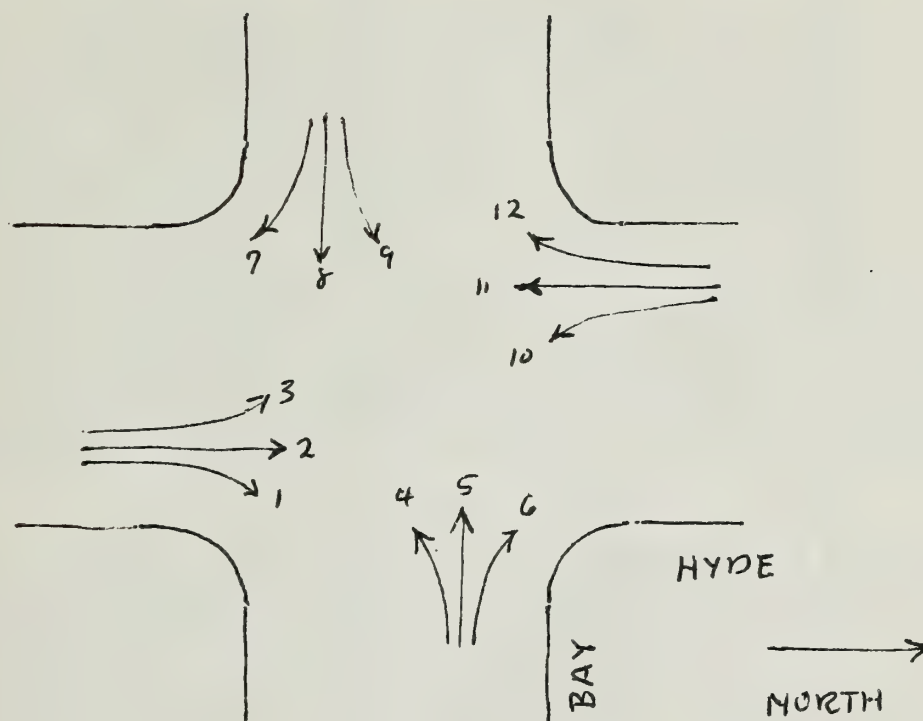
4/4

	MON	TU/WE/TH	FRI	SAT	SUN
4 pm → 6 pm		8/22/73 4:50 pm 5:05	8/24/73 4:50 pm 5:05		
	1	5	16		
	2	15	36		
	3	8	22		
	4	7	31		
	5	53 ?	407		
	6	3	9		
	7	4	31		
	8	7	30		
	9	16	34		
	10	12	52		
	11	129	180		
	12	21	38		
6 pm → 9 pm					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
9 pm → 12 m				8/18/73 9:15 pm 9:30 +15	
	1			3	
	2			31	
	3			15	
	4			9	
	5			164	
	6			19	
	7			6	
	8			32	
	9			8	
	10			10	
	11			115	
	12			16	

BAY / HYDE

1/4

Diagram of Setting



Remarks

Cable car crossing with signal preempt.

BAY/HYDE

2/4

	MON	TU/WE/TH	FRI	SAT	SUN
12 m → 2 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
2 am → 6 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
6 am → 9 am		8/22/73 8:30 am 8:45	8/24/73 8:45 am 9:00		
	1	6	3		
	2	5	5		
	3	1	0		
	4	2	2		
	5	80	75		
	6	2	2		
	7	1	5		
	8	281	305		
	9	6	2		
	10	2	1		
	11	4	4		
	12	3	2		

BAY / HYDE

3/4

	MON	TU/WE/TH	FRI	SAT	SUN
9 am → 11 am		8/22/73 10:25 am 10:40	8/24/73 10:05 am 10:20		
	1	6	7		
	2	9	10		
	3	3	2		
	4	3	6		
	5	138	120		
	6	1	3		
	7	6	2		
	8	262	213		
	9	18	8		
	10	1	1		
	11	6	9		
	12	3	7		
11 am → 2 pm		8/22/73 11:25 am 11:40	8/24/73 12:05 pm 12:20		
	1	4	1		
	2	8	15		
	3	2	2		
	4	2	11		
	5	134	198		
	6	2	6		
	7	10	12		
	8	204	175		
	9	6	16		
	10	1	1		
	11	18	14		
	12	4	15		
2 pm → 4 pm		8/22/73 2:30 pm 2:45	8/24/73 3:05 pm 3:20		
	1	15	2		
	2	12	13		
	3	3	0		
	4	12	9		
	5	283	206		
	6	4	10		
	7	12	4		
	8	277	224		
	9	21	8		
	10	10	5		
	11	26	16		
	12	21	12		

BAY / HYDE

4/4

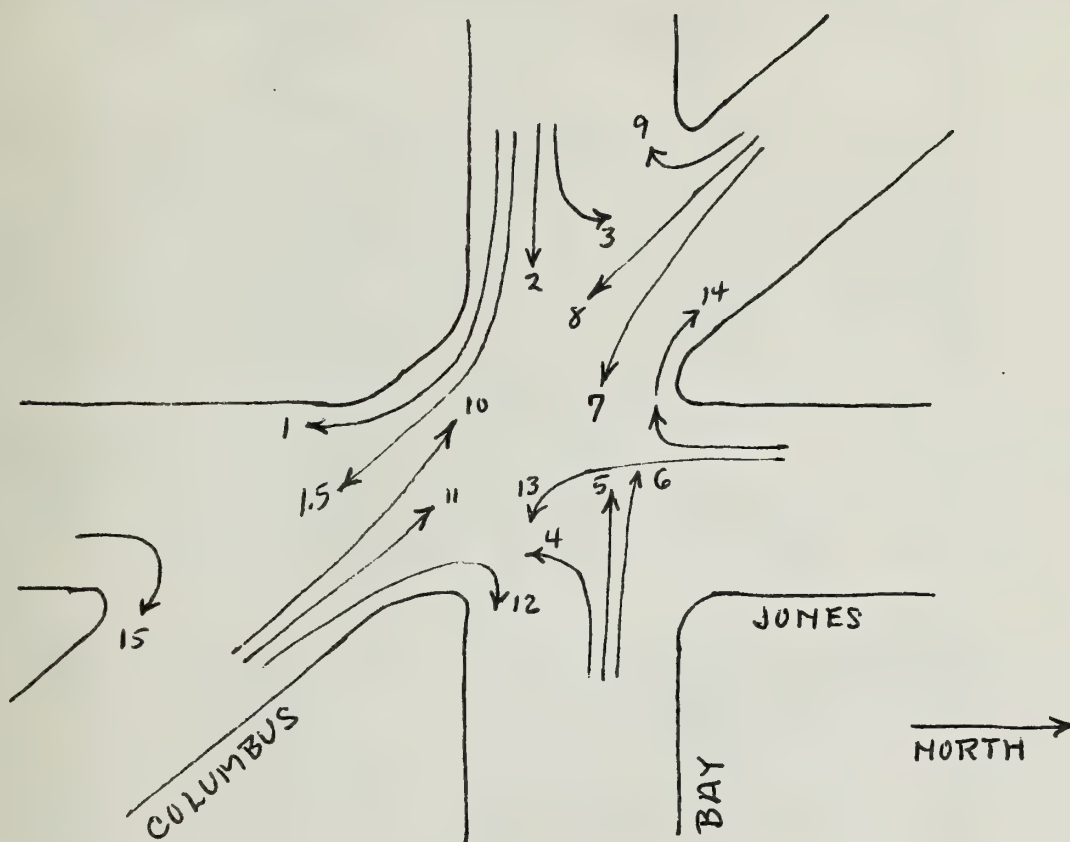
	MON	TU/WE/TH	FRI	SAT	SUN
4 pm → 6 pm		8/22/73 4:25 pm 4:40	8/24/73 5:35 pm 5:50		
	1	6	0		
	2	9	7		
	3	2	0		
	4	12	7		
	5	315	420		
	6	6	4		
	7	3	4		
	8	196	225		
	9	11	16		
	10	7	2		
	11	33	20		
	12	9	10		
6 pm → 9 pm					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
9 pm → 12 m				8/18/73 10:20 pm 10:35	
	1			6	
	2			5	
	3			1	
	4			14	
	5			144	
	6			3	
	7			5	
	8			114	
	9			6	
	10			6	
	11			26	
	12			11	



BAY/COLUMBUS/JONES

1/4

Diagram of Setting



Remarks

Columbus - Bay GG bus route, Miami route
Jones does not cross Columbus

BAY/COLUMBUS/JONES

2/4

	MON	TU/WE/TH	FRI	SAT	SUN
12 m → 2 am		6/13/73 12:11 am 12:26			
	1	/1.5.25			
	2	23			
	3	1			
	4	6			
	5	44			
	6	3			
	7	2			
	8	18			
	9	2			
	10	35			
	11	18			
	12	3			
2 am → 6 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
6 am → 9 am		8/22/73 8:25 am 8:40	8/24/73 8:00 am 8:15		
	1	54	48		
	2	232	293		
	3	2	3		
	4	3	9		
	5	45	39		
	6	7	6		
	7	4	6		
	8	15	21		
	9	0	1		
	10	27/13-3	32/13-5		
	11	32/14-0	35/14-1		
	12	5/15-0	12/15-0		

Date		Description		Amount	
1890	Jan 1	Balance		100.00	
	Feb 1	Interest		5.00	
	Mar 1	Interest		5.00	
	Apr 1	Interest		5.00	
	May 1	Interest		5.00	
	Jun 1	Interest		5.00	
	Jul 1	Interest		5.00	
	Aug 1	Interest		5.00	
	Sep 1	Interest		5.00	
	Oct 1	Interest		5.00	
	Nov 1	Interest		5.00	
	Dec 1	Interest		5.00	
1891	Jan 1	Balance		100.00	
	Feb 1	Interest		5.00	
	Mar 1	Interest		5.00	
	Apr 1	Interest		5.00	
	May 1	Interest		5.00	
	Jun 1	Interest		5.00	
	Jul 1	Interest		5.00	
	Aug 1	Interest		5.00	
	Sep 1	Interest		5.00	
	Oct 1	Interest		5.00	
	Nov 1	Interest		5.00	
	Dec 1	Interest		5.00	

Date		Description		Amount	
1892	Jan 1	Balance		100.00	
	Feb 1	Interest		5.00	
	Mar 1	Interest		5.00	
	Apr 1	Interest		5.00	
	May 1	Interest		5.00	
	Jun 1	Interest		5.00	
	Jul 1	Interest		5.00	
	Aug 1	Interest		5.00	
	Sep 1	Interest		5.00	
	Oct 1	Interest		5.00	
	Nov 1	Interest		5.00	
	Dec 1	Interest		5.00	
1893	Jan 1	Balance		100.00	
	Feb 1	Interest		5.00	
	Mar 1	Interest		5.00	
	Apr 1	Interest		5.00	
	May 1	Interest		5.00	
	Jun 1	Interest		5.00	
	Jul 1	Interest		5.00	
	Aug 1	Interest		5.00	
	Sep 1	Interest		5.00	
	Oct 1	Interest		5.00	
	Nov 1	Interest		5.00	
	Dec 1	Interest		5.00	

Date		Description		Amount	
1894	Jan 1	Balance		100.00	
	Feb 1	Interest		5.00	
	Mar 1	Interest		5.00	
	Apr 1	Interest		5.00	
	May 1	Interest		5.00	
	Jun 1	Interest		5.00	
	Jul 1	Interest		5.00	
	Aug 1	Interest		5.00	
	Sep 1	Interest		5.00	
	Oct 1	Interest		5.00	
	Nov 1	Interest		5.00	
	Dec 1	Interest		5.00	
1895	Jan 1	Balance		100.00	
	Feb 1	Interest		5.00	
	Mar 1	Interest		5.00	
	Apr 1	Interest		5.00	
	May 1	Interest		5.00	
	Jun 1	Interest		5.00	
	Jul 1	Interest		5.00	
	Aug 1	Interest		5.00	
	Sep 1	Interest		5.00	
	Oct 1	Interest		5.00	
	Nov 1	Interest		5.00	
	Dec 1	Interest		5.00	

BAY/COLUMBUS/JONES

3/4

	MOM	TU/WE/TH	FRI	SAT	SUN
9 am → 11 am		8/22/73 10:00 am 10:15 +15	8/24/73 9:20 am 9:35 +15		
	1	51	92		
	2	107	165		
	3	14	5		
	4	3	2		
	5	60	51		
	6	19	12		
	7	4	4		
	8	30	21		
	9	2	8		
	10	52 / 13.0	29 / 13.0		
	11	50 / 14.6	50 / 14.3		
	12	3 / 15.0	6 / 15.1		
11 am → 2 pm		8/22/73 11:45 am 12:00 n +15	8/24/73 11:05 am 11:20 +15		
	1	48	88		
	2	131	189		
	3	16	19		
	4	14	10		
	5	88	93		
	6	16	20		
	7	10	11		
	8	45	39		
	9	1	5		
	10	53 / 13.0	40		
	11	66 / 14.1	63		
	12	3 / 15.0	4		
2 pm → 4 pm		8/22/73 2:50 pm 3:05 +15	8/24/73 2:00 pm 2:15 +15		
	1	43	52		
	2	153	173		
	3	8	12		
	4	13	19		
	5	182	139		
	6	10	14		
	7	11	19		
	8	70	61		
	9	4	4		
	10	91 / 13.3	125		
	11	56 / 14.19	81		
	12	10 / 15.0	15		

BAY/COLUMBUS/JONES

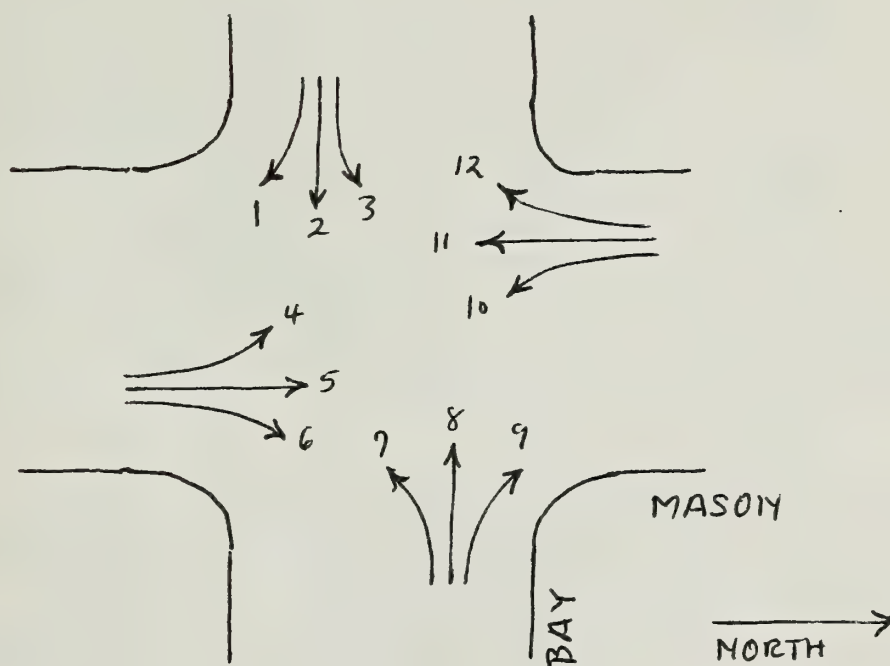
4/4

	MON	TU/WE/TH	FRI	SAT	SUN
4 pm → 6 pm		8/22/73 4:50 pm 5:05 +15	8/24/73 4:15 pm 4:30 +15		
	1	56	98		
	2	126	221		
	3	14	20		
	4	17	22		
	5	405	277		
	6	38	22		
	7	12	15		
	8	68	83		
	9	7	10		
	10	144 / 13' 0	88 / 13' 3		
	11	84 / 14' 16	53 / 14' 20		
	12	7 / 15' 0	10 / 15' 3		
6 pm → 9 pm					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
9 pm → 12 m					8/19/73 9:30 pm 9:45
	1				/ 15' 47
	2				65
	3				10
	4				16
	5				71
	6				5
	7				2
	8				44
	9				2
	10				55
	11				38
	12				5

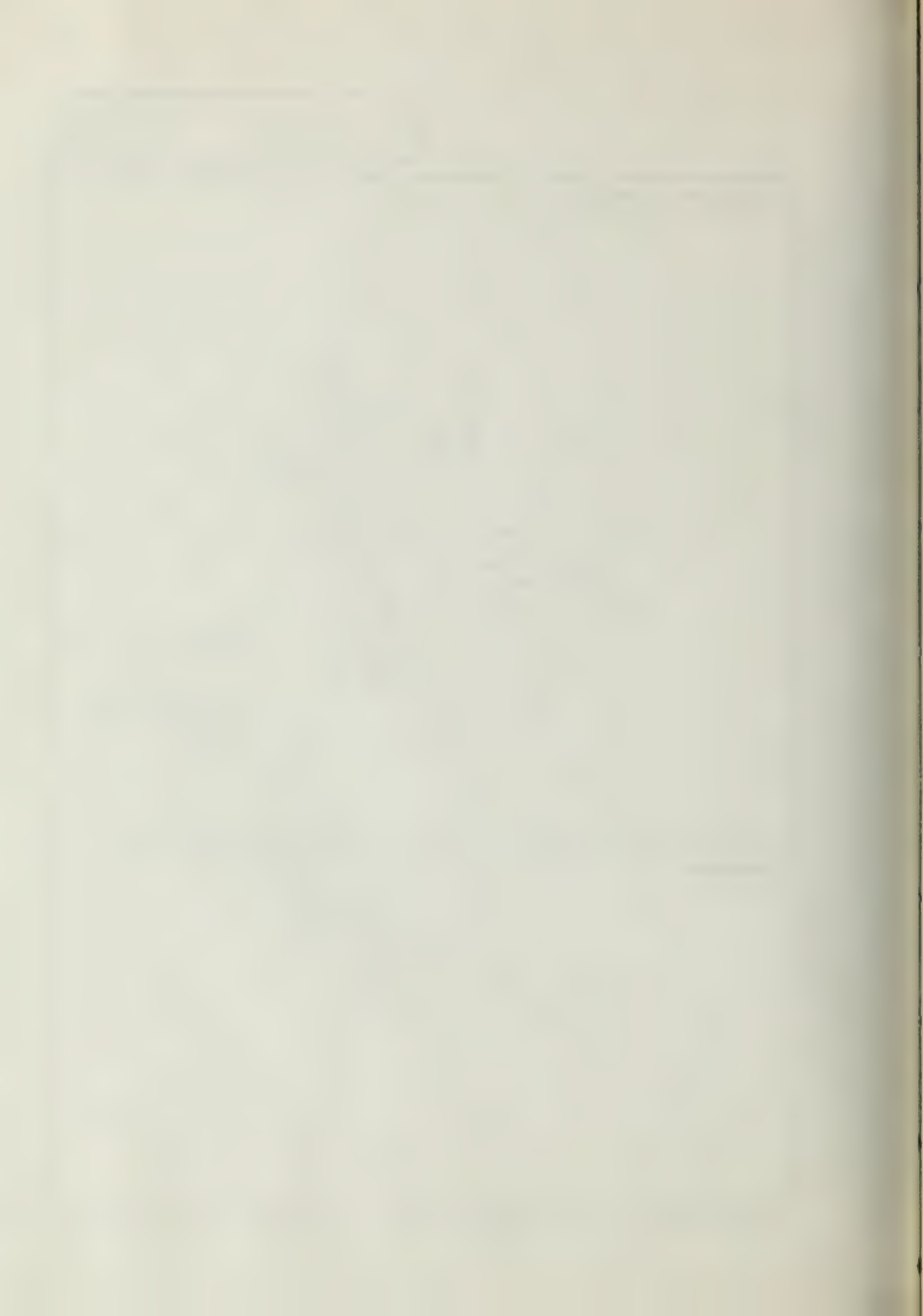
BAY/MASON

1/4

Diagram of Setting



Remarks



BAY/MASUM

2/4

	MUN	TU/WE/TH	FRI	SAT	SUN
12 m → 2 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
2 am - 6 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
6 am → 9 am		8/22/73 8:50 am 9:05	8/24/73 8:50 am 9:05		
	1	30	27		
	2	90	89		
	3	2	10		
	4	0	3		
	5	20	27		
	6	9	8		
	7	1	0		
	8	108	119		
	9	25	31		
	10	0	9		
	11	18	30		
	12	1	6		

BAY/MASON

3/4

	MOM	TU/WE/TH	FRI	SAT	SUN
9 am → 11 am		8/22/73 10:45 am 11:00	8/24/73 10:45 am 11:00		
	1	17	18		
	2	109	121		
	3	58	103		
	4	8	19		
	5	21	31		
	6	4	8		
	7	1	6		
	8	82	85		
	9	16	18		
	10	2	3		
	11	15	17		
	12	6	8		
11 am → 2 pm		8/22/73 12:25 pm 12:40	8/24/73 12:25 pm 12:40		
	1	26	30		
	2	144	157		
	3	79	83		
	4	9	15		
	5	31	28		
	6	10	11		
	7	9	8		
	8	109	131		
	9	25	36		
	10	4	5		
	11	18	21		
	12	6	8		
2 pm → 4 pm		8/22/73 3:00 pm 3:15	8/24/73 3:00 pm 3:15		
	1	24	26		
	2	148	181		
	3	55	47		
	4	12	13		
	5	32	28		
	6	15	17		
	7	9	8		
	8	114	121		
	9	30	36		
	10	8	9		
	11	27	28		
	12	8	13		

BAY/MASOM

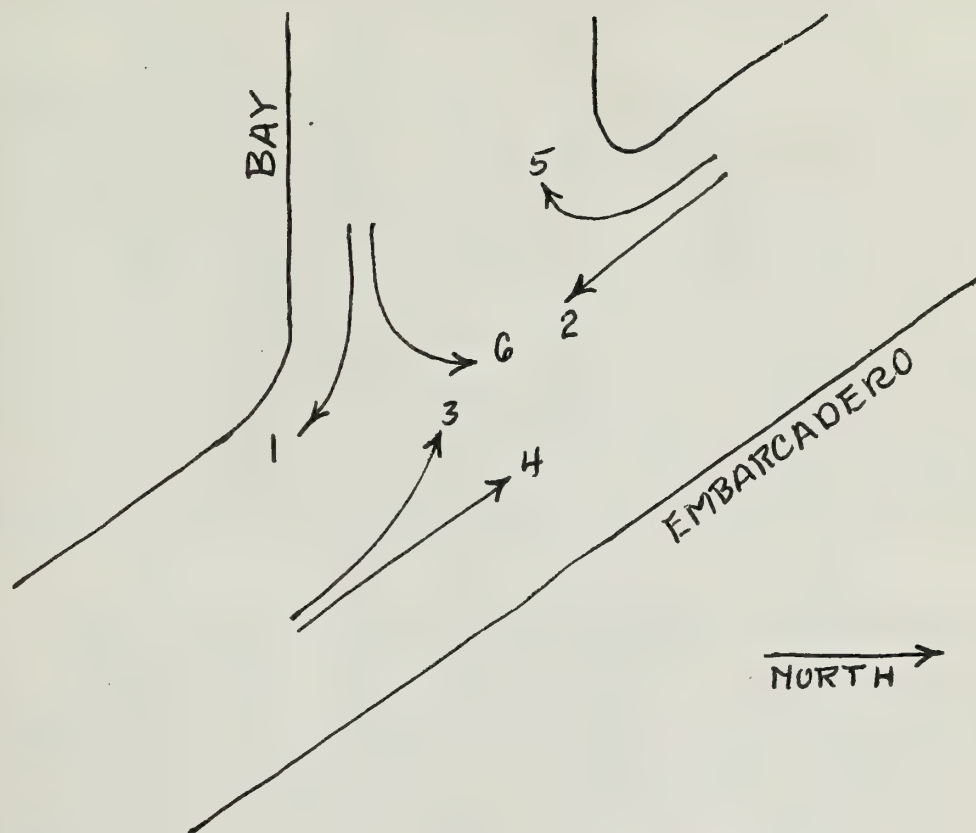
4/4

	MUN	TU/WE/TH	FRI	SAT	SUN
4 pm → 6 pm		8/22/73 5:00 pm 5:15	8/24/73 5:00 pm 5:15		
	1	23	18		
	2	109	131		
	3	32	37		
	4	4	9		
	5	32	21		
	6	5	7		
	7	5	10		
	8	290	301		
	9	9	18		
	10	9	21		
	11	25	18		
	12	6	7		
6 pm → 9 pm					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
9 pm → 12 m					8/19/73 10:08 pm 10:23
	1				14
	2				85
	3				6
	4				2
	5				14
	6				11
	7				2
	8				46
	9				4
	10				6
	11				19
	12				11

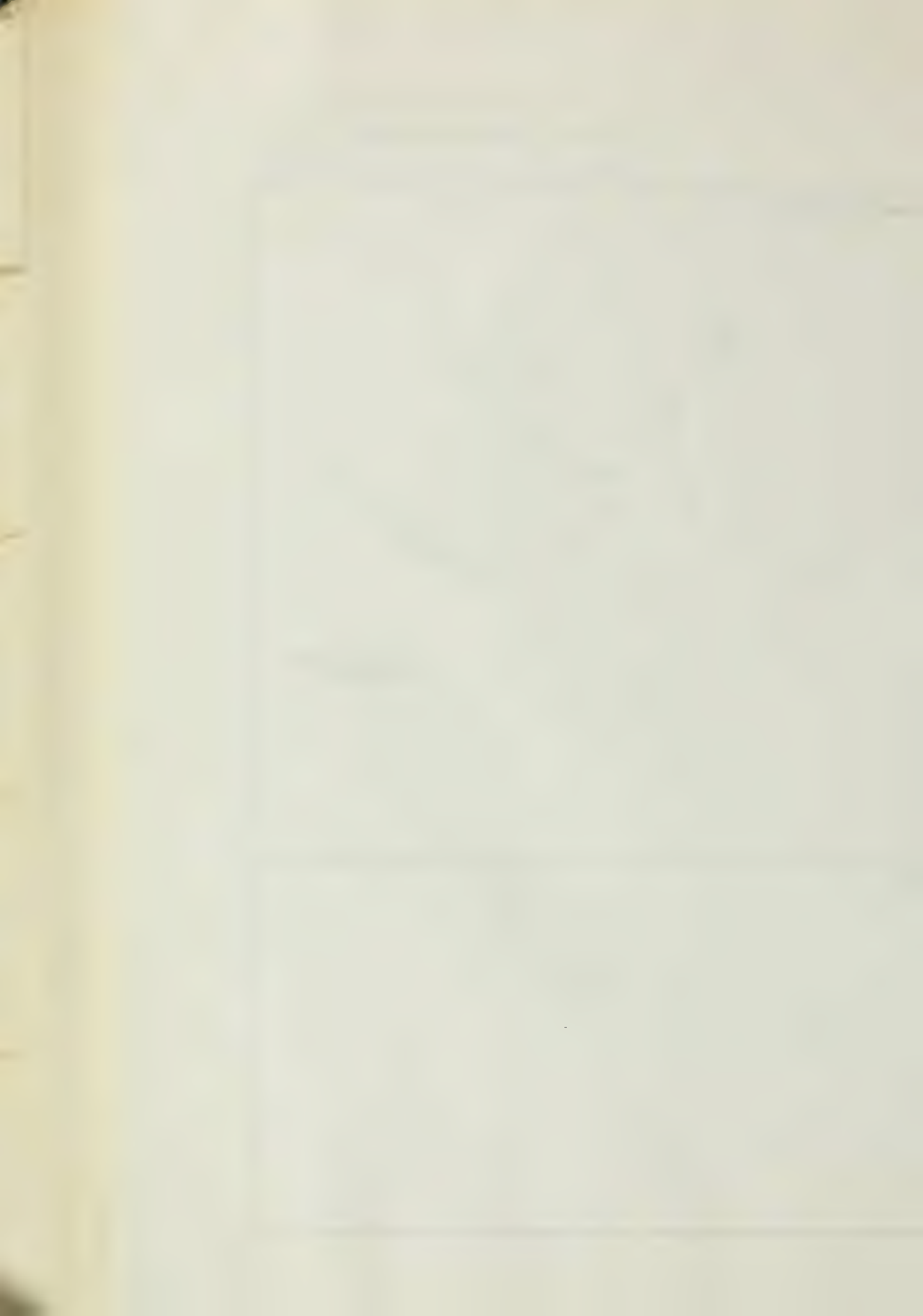
BAY/EMBARCADERO

2/4

Diagram of Setting



Remarks



BAY/EMBARCADERO

2/4

	MON	TU/WE/TH	FRI	SAT	SUN
12 m → 2 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
2 am → 6 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
6 am → 9 am		8/22/73 8:30 am 8:45	8/24/73 8:30 am 8:45		
	1	229	231		
	2	67	71		
	3	75	72		
	4	97	89		
	5	0	3		
	6	0	8		
	7				
	8				
	9				
	10				
	11				
	12				

BAY/EMBARCADERO

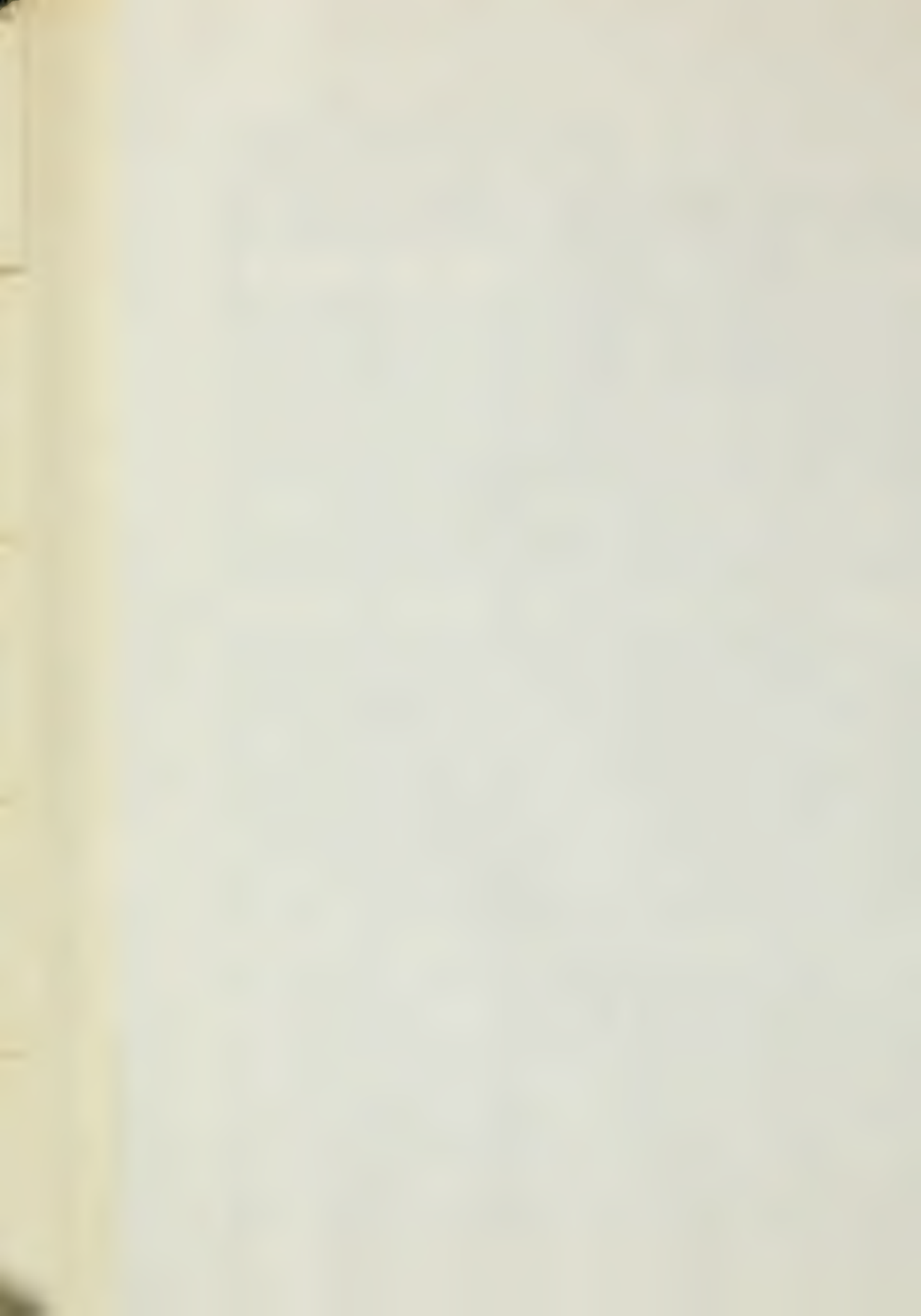
3/4

	MON	TU/WE/TH	FRI	SAT	SUN
9 am → 11 am		8/22/73 10:15 am 10:30	8/24/73 10:15 am 10:30		
	1	90	92		
	2	59	68		
	3	61	71		
	4	80	109		
	5	3	8		
	6	0	0		
	7				
	8				
	9				
	10				
	11				
	12				
11 am → 2 pm		8/22/73 12:00 n 12:15 pm	8/24/73 12:00 n 12:15 pm		
	1	112	131		
	2	102	108		
	3	108	119		
	4	170	191		
	5	1	3		
	6	2	8		
	7				
	8				
	9				
	10				
	11				
	12				
2 pm → 4 pm		8/22/73 2:30 pm 2:45	8/24/73 2:30 pm 2:45		
	1	146	171		
	2	143	181		
	3	117	128		
	4	149	130		
	5	0	6		
	6	2	3		
	7				
	8				
	9				
	10				
	11				
	12				

BAY/EMBARCADERO

4/4

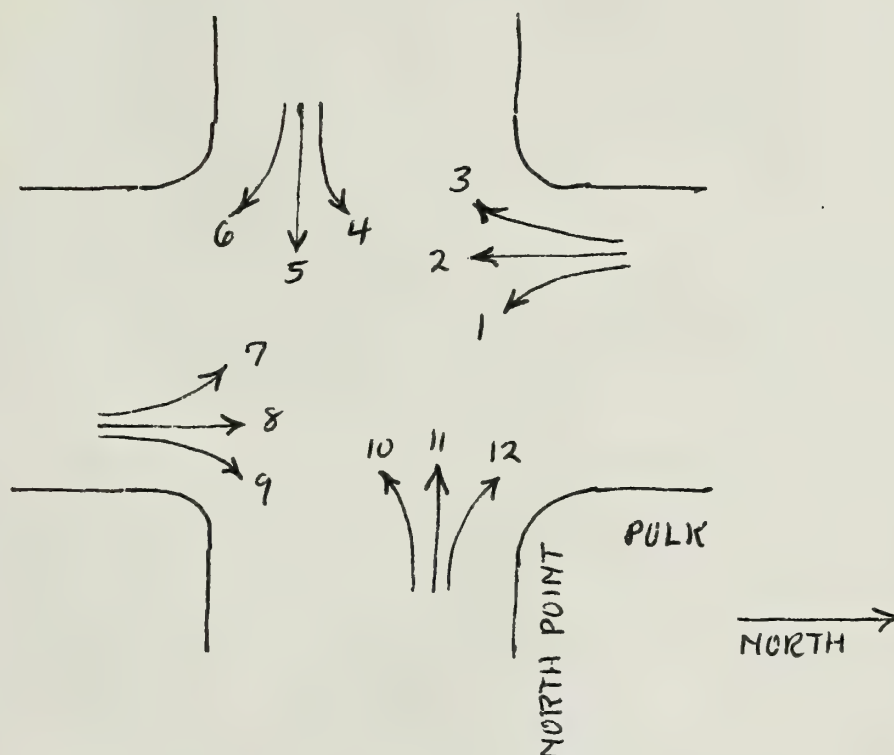
	MUN	TU/WE/TH	FRI	SAT	SUN
4 pm → 6 pm		8/22/73 4:30 pm 4:45	8/24/73 4:30 pm 4:45		
	1	252	271		
	2	168	178		
	3	368	354		
	4	143	151		
	5	1	2		
	6	1	4		
	7				
	8				
	9				
	10				
	11				
	12				
6 pm → 9 pm					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
9 pm → 12 m					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				



NORTH POINT / POLK

1/4

Diagram of Setting



Remarks

NORTH POINT / POLK

 $\frac{2}{4}$

	MON	TU/WE/TH	FRI	SAT	SUN
12 m → 2 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
2 am → 6 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
6 am → 9 am		8/22/73 8:30 am 8:45	8/24/73 8:25 am 8:40		
	1	0	1		
	2	3	7		
	3	6	12		
	4	7	5		
	5	20	42		
	6	1	0		
	7	4	4		
	8	15	26		
	9	8	31		
	10	4	5		
	11	38	49		
	12	2	1		

NORTH POINT/POLK

3/4

	MO/14	TU/WE/TH	FRI	SAT	SUN
9 am → 11 am		8/22/73 9:25 am 9:40	8/24/73 9:25 am 9:40		
	1	1	1		
	2	4	3		
	3	6	10		
	4	9	9		
	5	23	44		
	6	2	2		
	7	4	5		
	8	19	14		
	9	9	12		
	10	5	9		
	11	45	92		
	12	5	1		
11 am → 2 pm		8/22/73 11:20 am 11:35	8/24/73 11:20 am 11:35		
	1	3	9		
	2	7	12		
	3	5	15		
	4	10	29		
	5	28	50		
	6	4	5		
	7	5	2		
	8	24	24		
	9	10	14		
	10	5	1		
	11	48	53		
	12	7	13		
2 pm → 4 pm		8/22/73 2:05 pm 2:20	8/24/73 2:05 pm 2:20		
	1	6	22		
	2	13	31		
	3	9	30		
	4	11	29		
	5	29	50		
	6	8	9		
	7	7	9		
	8	31	36		
	9	15	23		
	10	9	17		
	11	47	103		
	12	8	21		

NORTH POINT / POLK

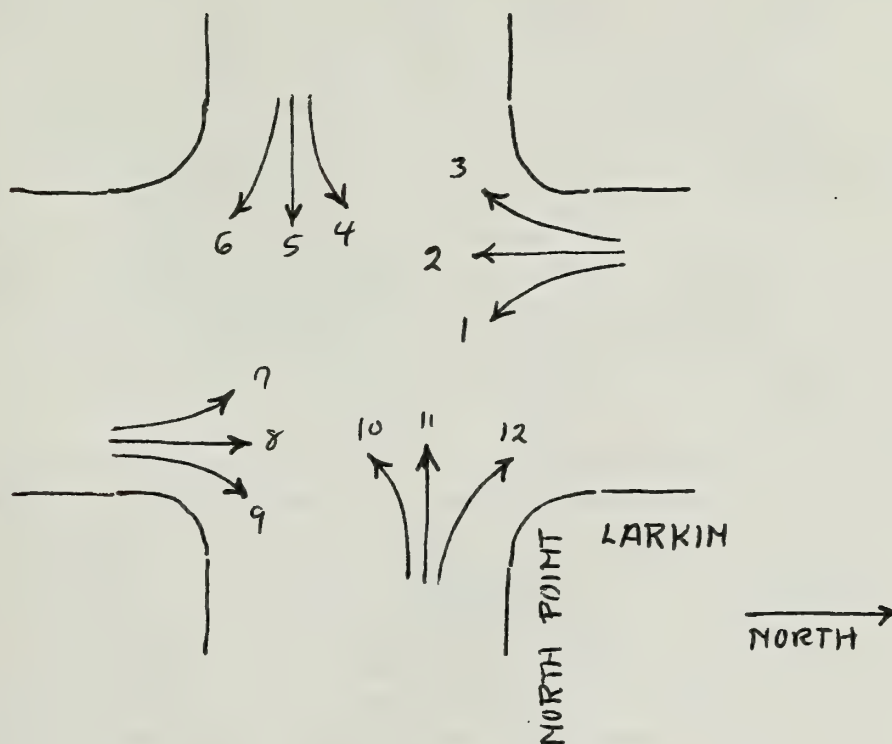
4/4

	MON	TU/WE/TH	FRI	SAT	SUN
4 pm → 6 pm		8/22/73 4:30 pm 4:45	8/24/73 4:30 pm 4:45		
	1	4	16		
	2	3	22		
	3	8	41		
	4	10	11		
	5	28	41		
	6	3	6		
	7	8	6		
	8	23	32		
	9	15	22		
	10	8	16		
	11	61	141		
	12	4	27		
6 pm → 9 pm					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
9 pm → 12 m		8/23/73 9:04 pm 9:19			
	1	12			
	2	22			
	3	28			
	4	21			
	5	43			
	6	5			
	7	2			
	8	17			
	9	16			
	10	8			
	11	22			
	12	19			

NORTHPOINT/LARKIN

1/4

Diagram of Setting



Remarks

NORTH POINT / LARKIM

 $\frac{2}{4}$

	MUN	TU/WE/TH	FRI	SAT	SUN
12 m → 2 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
2 am → 6 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
6 am → 9 am		8/22/13 8:50 am 9:05	8/24/13 8:10 am 8:25		
	1	4	1		
	2	1	0		
	3	2	1		
	4	4	1		
	5	35	66		
	6	1	2		
	7	2	3		
	8	1	1		
	9	7	9		
	10	1	0		
	11	39	43		
	12	2	1		

NORTH POINT/LARKIM

3/4

	MOM	TU/WE/TH	FRI	SAT	SUN
9 am → 11 am		8/22/73 9:55 am 10:10	8/24/73 9:55 am 10:10		
	1	3	10		
	2	2	1		
	3	5	15		
	4	30	11		
	5	1	48		
	6	3	9		
	7	2	2		
	8	6	2		
	9	8	10		
	10	2	5		
	11	37	62		
	12	3	6		
11 am → 2 pm		8/22/73 11:40 am 11:55	8/22/73 11:40 am 11:55		
	1	5	11		
	2	2	8		
	3	5	17		
	4	34	9		
	5	2	75		
	6	3	5		
	7	2	1		
	8	8	11		
	9	9	17		
	10	4	6		
	11	35	82		
	12	4	8		
2 pm → 4 pm		8/22/73 2:30 pm 2:45	8/24/73 2:30 pm 2:45		
	1	3	19		
	2	6	17		
	3	5	37		
	4	28	18		
	5	4	52		
	6	6	9		
	7	3	5		
	8	9	17		
	9	10	26		
	10	5	13		
	11	41	91		
	12	6	25		

NORTH POINT/LARKIN

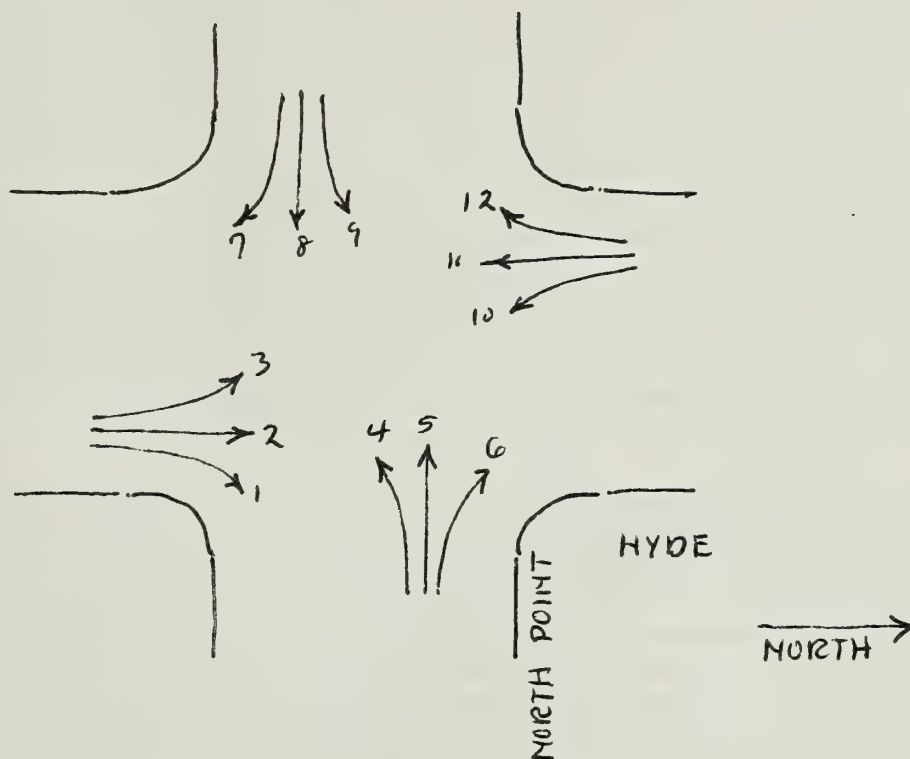
4/4

	MON	TU/WE/TH	FRI	SAT	SUN
4 pm → 6 pm		8/22/13 4:10 pm 4:25	8/24/13 4:10 pm 4:25		
	1	3	6		
	2	2	3		
	3	7	22		
	4	41	4		
	5	4	89		
	6	6	3		
	7	6	6		
	8	8	6		
	9	7	12		
	10	5	3		
	11	21	153		
	12	18	9		
6 pm → 9 pm					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
9 pm → 12 m					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				

NORTH POINT / HYDE

1/4

Diagram of Setting



Remarks

NORTH POINT/HYDE

2/4

	MON	TU/WE/TH	FRI	SAT	SUN
12 m → 2 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
2 am → 6 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
6 am → 9 am		8/22/73 8:15 am 8:30	8/24/73 8:25 am 8:40		
	1	7	4		
	2	12	10		
	3	2	1		
	4	1	0		
	5	50	46		
	6	7	2		
	7	1	2		
	8	86	84		
	9	10	12		
	10	4	1		
	11	6	4		
	12	5	6		

NORTH POINT/HYDE

3/4

	MON	TU/WE/TH	FRI	SAT	SUN
9 am → 11 am		8/22/73 10:05 am 10:20	8/24/73 9:45 am 10:00		
	1	5	2		
	2	11	7		
	3	1	1		
	4	3	3		
	5	54	45		
	6	6	4		
	7	4	1		
	8	49	54		
	9	12	13		
	10	4	6		
	11	8	10		
	12	4	13		
11 am → 2 pm		8/22/73 11:45 am 12:00 n	8/24/73 11:35 am 11:50		
	1	3	2		
	2	30	13		
	3	12	2		
	4	6	10		
	5	48	65		
	6	1	6		
	7	1	4		
	8	103	80		
	9	18	7		
	10	1	4		
	11	32	15		
	12	21	20		
2 pm → 4 pm		8/22/73 2:50 pm 3:05	8/24/73 2:35 pm 2:50		
	1	6	10		
	2	22	27		
	3	4	10		
	4	6	4		
	5	103	112		
	6	21	7		
	7	15	8		
	8	54	65		
	9	28	14		
	10	10	10		
	11	18	16		
	12	9	25		

NORTH POINT / NYOE

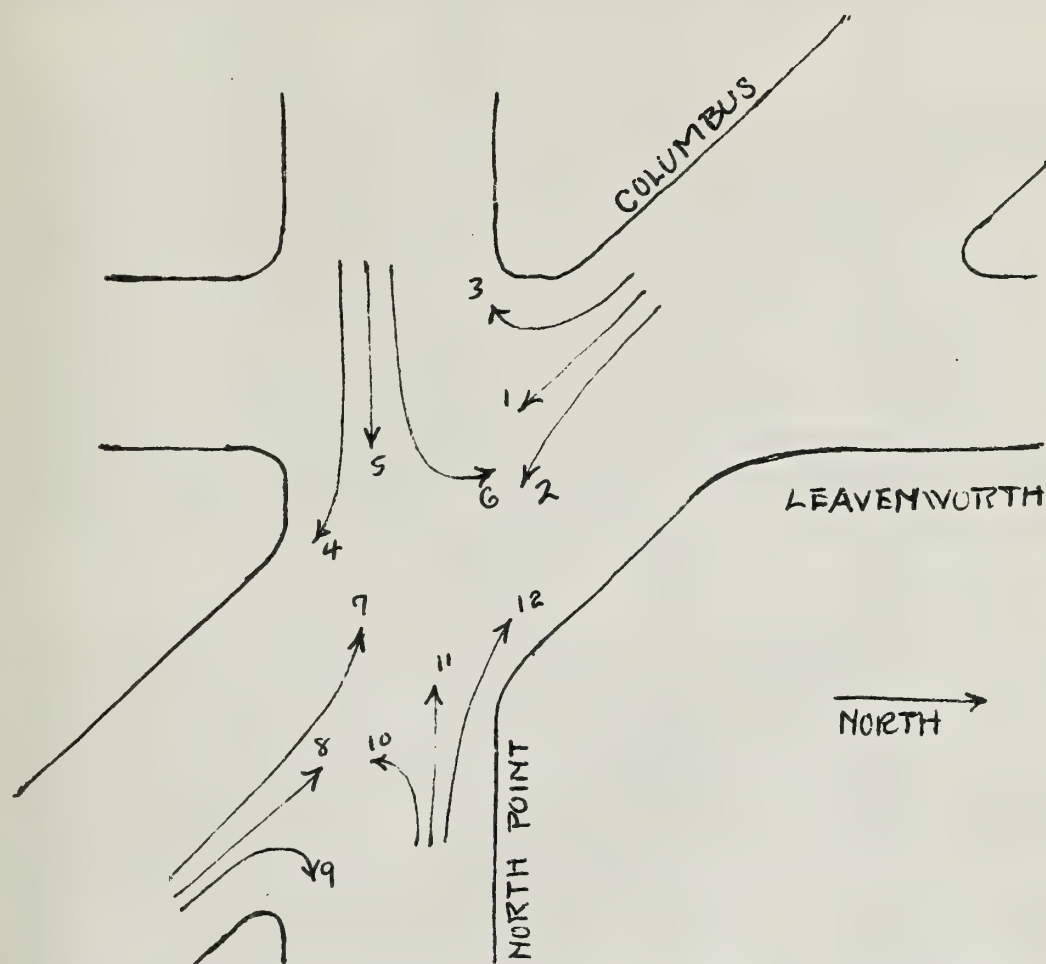
4/4

	MON	TU/WE/TH	FRI	SAT	SUN
4 pm → 6 pm		8/22/73 4:45 pm 5:00	8/24/73 4:30 pm 4:45		
	1	3	0		
	2	12	14		
	3	9	7		
	4	7	16		
	5	139	148		
	6	10	5		
	7	9	14		
	8	75	90		
	9	14	17		
	10	2	5		
	11	22	18		
	12	21	22		
6 pm → 9 pm					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
9 pm → 12 m		8/23/73 9:25 pm 9:40			
	1	4			
	2	20			
	3	0			
	4	2			
	5	48			
	6	4			
	7	3			
	8	32			
	9	5			
	10	5			
	11	15			
	12	14			

NORTHPOINT/COLUMBUS/
LEAVENWORTH

1/4

Diagram of Setting

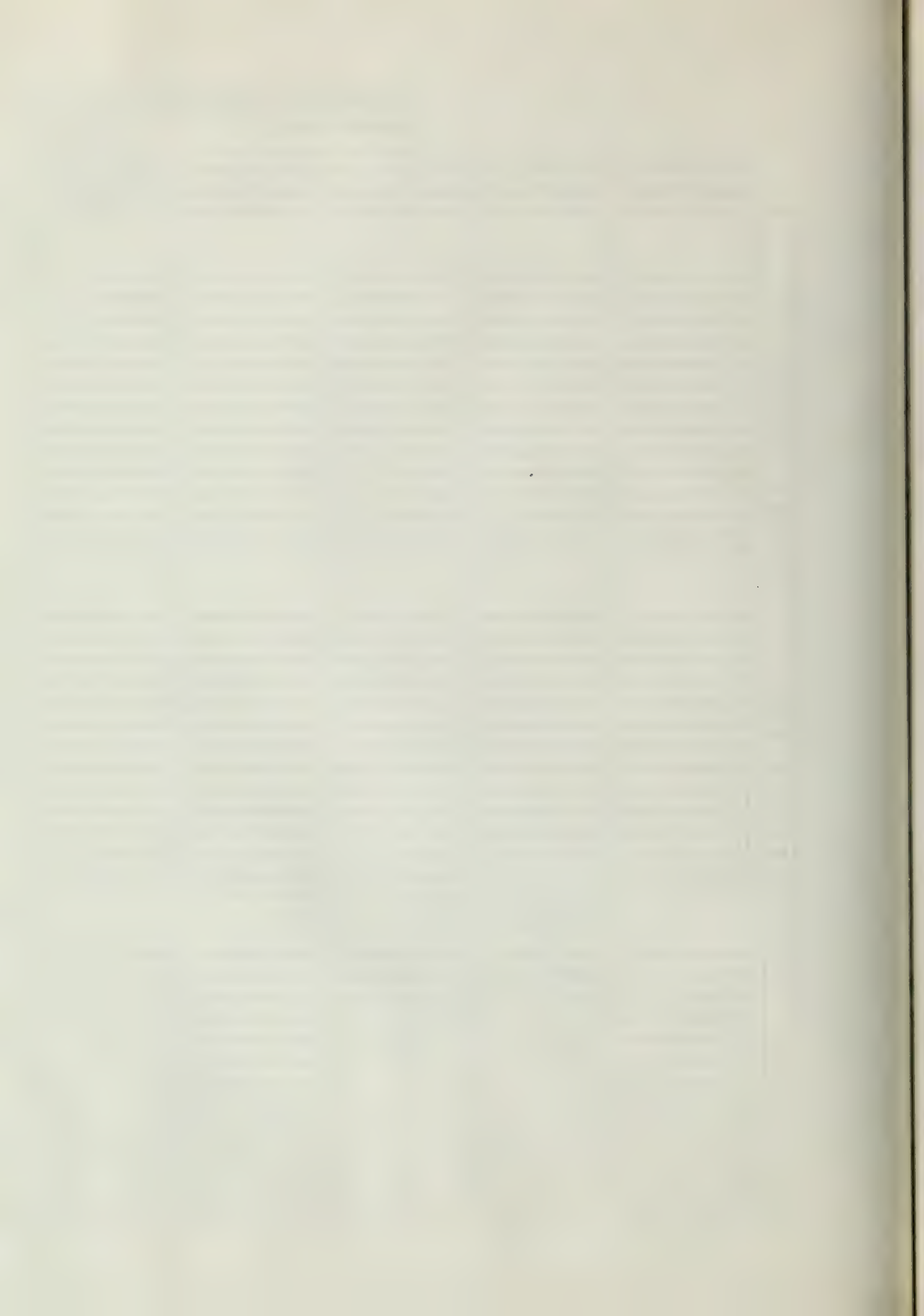


Remarks

NORTHPOINT/COLUMBUS/
LEAVENWORTH

2/
4

	MON	TU/WE/TH	FRI	SAT	SUN
12 m → 2 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
2 am → 6 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
6 am → 9 am		8/22/73 8:00 am 8:15	8/24/73 9:03 am 9:18		
	1	10	6		
	2	3	1		
	3	3	9		
	4	30	12		
	5	49	32		
	6	5	9		
	7	17	20		
	8	22	12		
	9	5	4		
	10	8	1		
	11	24	14		
	12	3	4		



NORTHPOINT / COLUMBUS /
LEAVENWORTH

3/4

	MON	TU/WE/TH	FRI	SAT	SUN
9 am → 11 am		8/22/73 9:45 am 10:00	8/24/73 10:30 am 10:45		
	1	19	13		
	2	7	2		
	3	5	6		
	4	22	23		
	5	35	22		
	6	3	8		
	7	15	12		
	8	39	35		
	9	17	7		
	10	10	10		
	11	19	40		
	12	9	10		
11 am → 2 pm		8/22/73 11:00 am 11:15	8/24/73 12:30 PM 12:45		
	1	12	41		
	2	2	10		
	3	7	18		
	4	16	17		
	5	30	40		
	6	10	22		
	7	21	25		
	8	40	93		
	9	7	6		
	10	9	25		
	11	23	46		
	12	12	11		
2 pm → 4 pm		8/22/73 2:10 pm 2:25	8/24/73 3:30 pm 3:45		
	1	24	28		
	2	5	4		
	3	22	14		
	4	30	40		
	5	51	53		
	6	21	2		
	7	30	20		
	8	55	50		
	9	5	4		
	10	10	12		
	11	68	130		
	12	13	23		

NORTHPOINT / COLUMBUS /
LEAVENWORTH

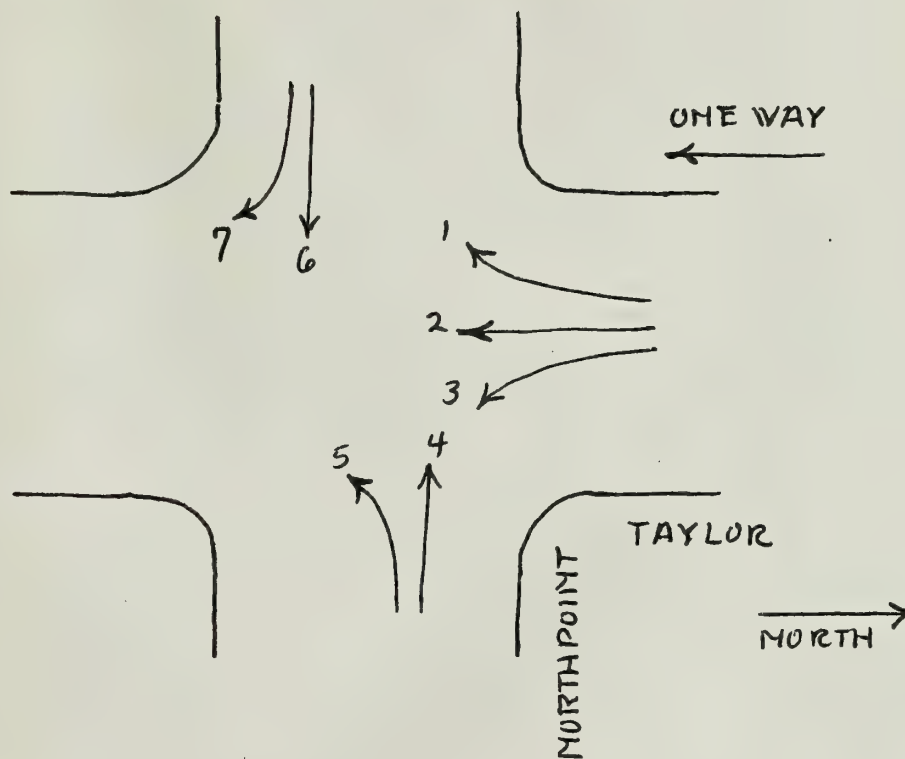
4 / 4

	MON	TU/WE/TH	FRI	SAT	SUN
4 pm → 6 pm		8/22/73 4:00 pm 4:15	8/24/73 4:55 pm 5:10		
	1	31	22		
	2	3	1		
	3	18	45		
	4	32	22		
	5	30	30		
	6	4	15		
	7	25	64		
	8	41	38		
	9	2	9		
	10	10	13		
	11	117	141		
	12	10	10		
6 pm → 9 pm					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
9 pm → 12 m		8/23/73 9:45 pm 10:00			
	1	22			
	2	11			
	3	3			
	4	7			
	5	29			
	6	3			
	7	3			
	8	10			
	9	19			
	10	4			
	11	41			
	12	15			

NORTH POINT/TAYLOR

1/4

Diagram of Setting



Remarks

NORTHPOINT/TAYLOR

2/4

	MON	TU/WE/TH	FRI	SAT	SUN
12m → 2am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
2am → 6am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
6am → 9am			8/24/73 7:40 am 7:55		
	1		18		
	2		16		
	3		6		
	4		38		
	5		4		
	6		31		
	7		11		
	8				
	9				
	10				
	11				
	12				

NORTHPOINT/TAYLOR

3/4

	MON	TU/WE/TH	FRI	SAT	SUN
9 am → 11 am		8/22/73 9:45 am 10:00	8/24/73 9:45 am 10:00		
	1	13	10		
	2	12	20		
	3	3	5		
	4	32	36		
	5	5	10		
	6	36	39		
	7	10	8		
	8				
	9				
	10				
	11				
	12				
11 am → 2 pm		8/22/73 11:35 am 11:50	8/24/73 11:35 am 11:50		
	1	11	12		
	2	35	36		
	3	20	26		
	4	42	43		
	5	5	9		
	6	37	31		
	7	10	12		
	8				
	9				
	10				
	11				
	12				
2 pm → 4 pm		8/22/73 3:50 pm 4:05	8/24/73 3:50 pm 4:05		
	1	29	30		
	2	49	48		
	3	19	27		
	4	20	29		
	5	4	8		
	6	27	29		
	7	30	40		
	8				
	9				
	10				
	11				
	12				

NORTHPOINT/TAYLOR

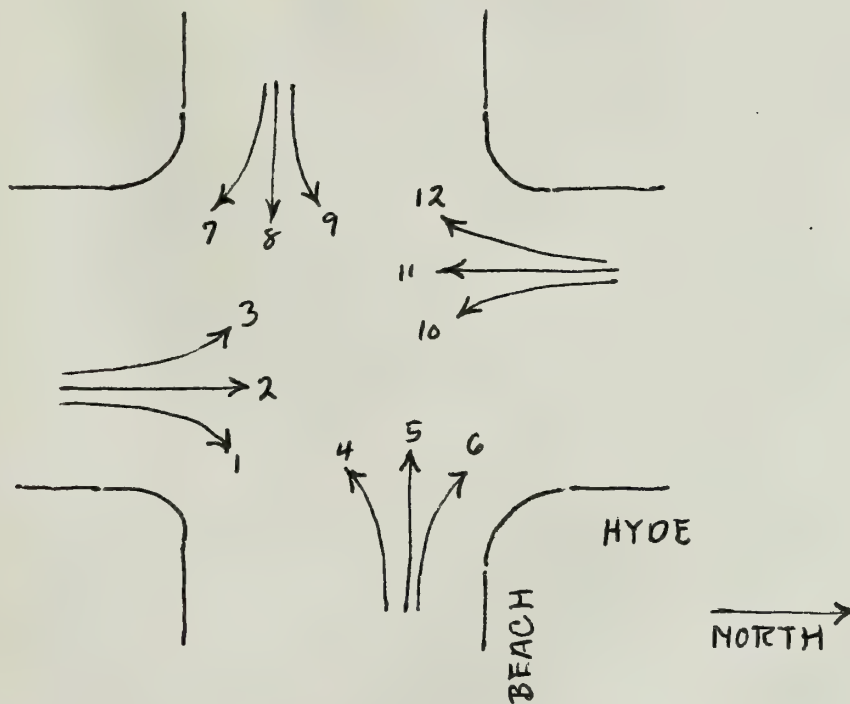
4/4

	MON	TU/WE/TH	FRI	SAT	SUN
4 pm → 6 pm		8/22/73 5:45 pm 6:00	8/24/73 5:45 pm 6:00		
	1	10	11		
	2	39	37		
	3	3	4		
	4	32	38		
	5	1	0		
	6	44	46		
	7	2	5		
	8				
	9				
	10				
	11				
	12				
6 pm → 9 pm					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
9 pm → 12 m					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				

BEACH/HYDE

1/4

Diagram of Setting



Remarks

A lot of congestion due to turning autos and pedestrians

BEACH/HYDE

2/4

	MON	TU/WE/TH	FRI	SAT	SUN
12 am → 2 am		6/13/73 1:04 am 1:19			6/17/73 12:32 am 12:47
	1	1			4
	2	4			4
	3	0			2
	4	2			5
	5	10			26
	6	4			8
	7	2			8
	8	8			14
	9	6			11
	10	4			7
	11	4			8
	12	5			16
2 am → 6 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
6 am → 9 am		8/22/73 8:50 am 9:05	8/24/73 8:05 am 8:20		
	1	2	3		
	2	8	4		
	3	3	3		
	4	3	3		
	5	23	13		
	6	8	5		
	7	0	2		
	8	20	18		
	9	12	17		
	10	1	0		
	11	6	3		
	12	14	11		

BEACH/HYDE

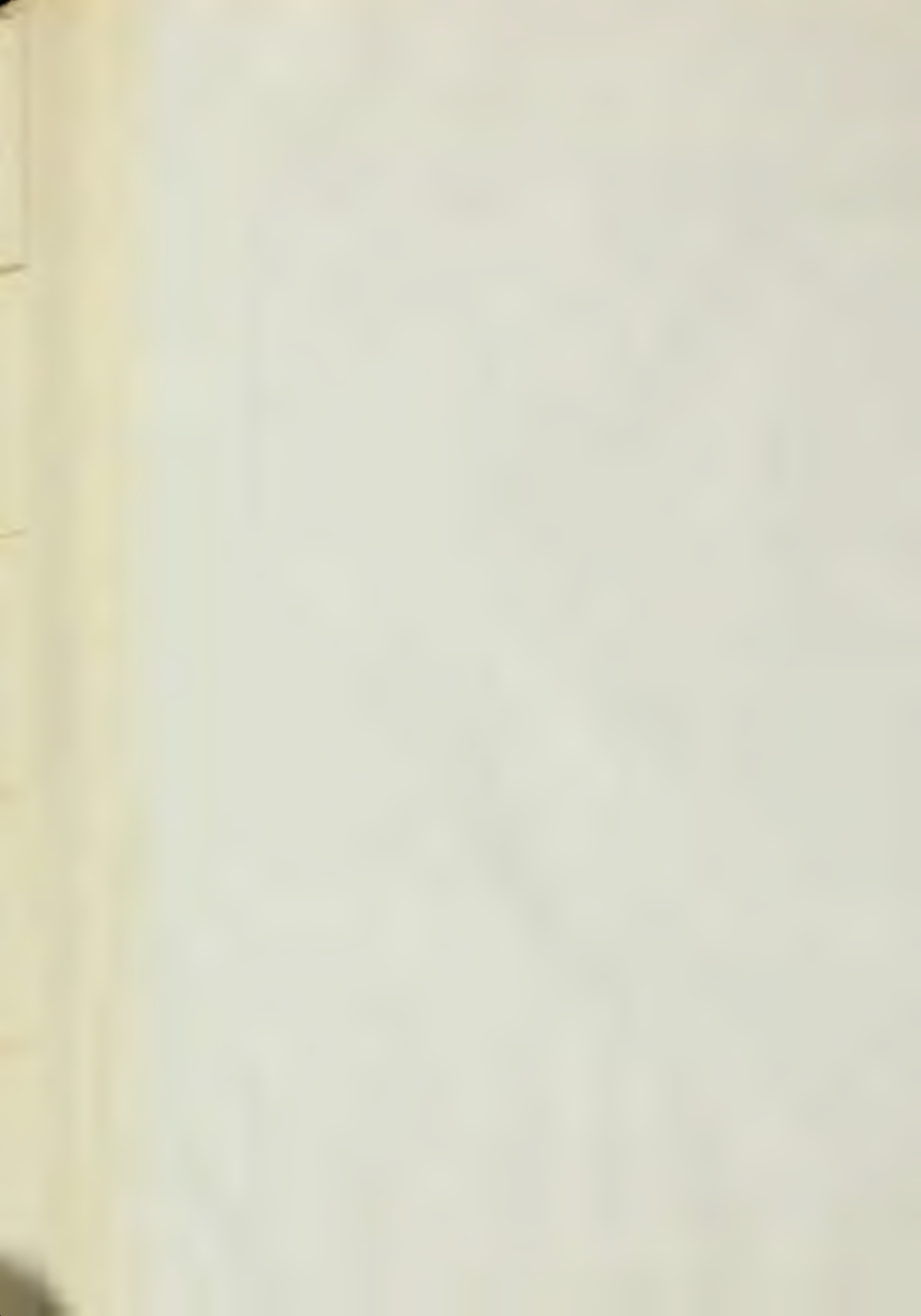
3/4

	MON	TU/WE/TH	FRI	SAT	SUN
9 am → 11 am		8/22/73 9:15 am 9:30	8/24/73 9:22 am 9:37		
	1	6	7		
	2	15	19		
	3	0	2		
	4	3	3		
	5	20	15		
	6	7	10		
	7	0	1		
	8	15	8		
	9	19	13		
	10	0	4		
	11	8	8		
	12	10	10		
11 am → 2 pm		8/22/73 12:10 pm 12:25	8/24/73 11:10 am 11:25		
	1	10	12		
	2	22	23		
	3	3	0		
	4	9	2		
	5	35	42		
	6	12	15		
	7	2	5		
	8	30	24		
	9	34	42		
	10	2	7		
	11	19	15		
	12	17	35		
2 pm → 4 pm		8/22/73 3:10 pm 3:25	8/24/73 2:10 pm 2:25		
	1	6	10		
	2	15	31		
	3	3	0		
	4	12	22		
	5	36	41		
	6	12	9		
	7	9	32		
	8	33	60		
	9	9	22		
	10	3	9		
	11	25	33		
	12	32	45		

BEACH/HYOE

4/4

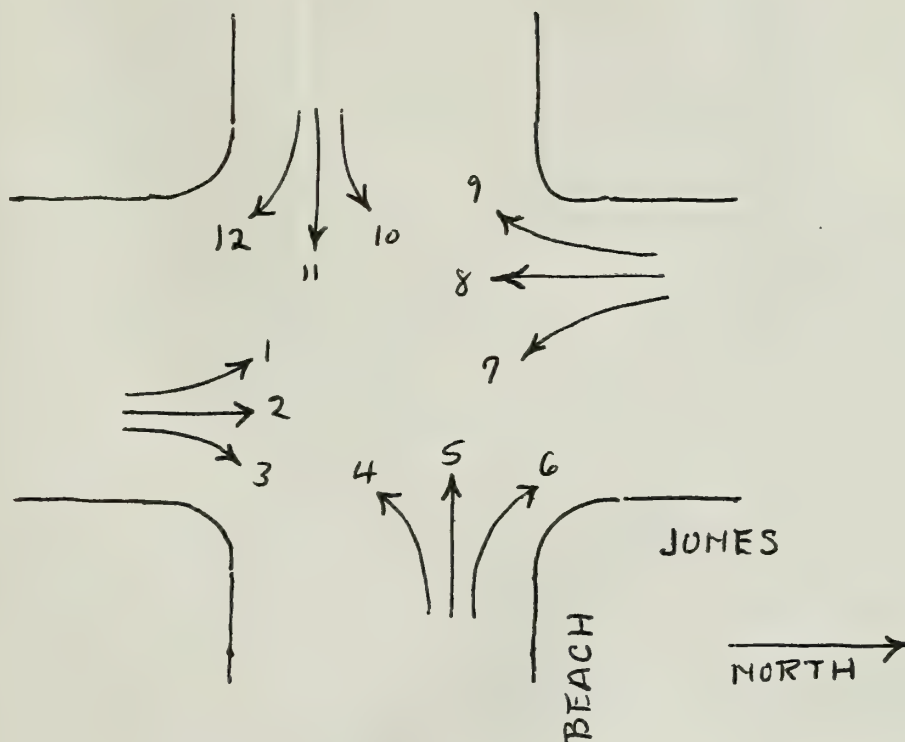
	MON	TU/WE/TH	FRI	SAT	SUN
4 pm → 6 pm		8/22/73 5:15 pm 5:30	8/24/73 4:10 pm 4:25	6/16/73 5:50 pm 6:05	
	1	3	7	7	
	2	7	10	15	
	3	4	0	3	
	4	3	16	10	
	5	48	39	29	
	6	6	4	7	
	7	10	10	12	
	8	19	48	40	
	9	24	15	19	
	10	2	1	4	
	11	13	10	17	
	12	15	52	25	
6 pm → 9 pm			6/15/73 9:00 pm 9:15	6/16/73 9:08 pm 9:23	
	1		3	7	
	2		11	11	
	3		7	6	
	4		4	15	
	5		37	45	
	6		13	8	
	7		10	12	
	8		25	26	
	9		29	21	
	10		2	8	
	11		17	11	
	12		32	22	
9 pm → 12 m			6/15/73 11:30 pm 11:45		
	1		5		
	2		8		
	3		2		
	4		9		
	5		41		
	6		6		
	7		13		
	8		17		
	9		12		
	10		2		
	11		17		
	12		25		



BEACH/JONES

1/4

Diagram of Setting



Remarks

BEACH/JONES

2/4

	MON	TU/WE/TH	FRI	SAT	SUN
12 m → 2 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
2 am → 6 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
6 am → 9 am		8/24/73	8/24/73 8:20 am 8:35		
	1		2		
	2		7		
	3		1		
	4		3		
	5		13		
	6		3		
	7		2		
	8		3		
	9		1		
	10		0		
	11		4		
	12		2		

BEACH/JONES

3/4

	MON	TU/WE/TH	FRI	SAT	SUN
9 am → 11 am		8/22/73 10:55 am 11:10	8/24/73 9:40 am 9:55 am		
	1	2	3		
	2	15	10		
	3	5	3		
	4	6	0		
	5	27	8		
	6	4	6		
	7	7	2		
	8	7	3		
	9	8	7		
	10	3	1		
	11	19	8		
	12	9	8		
11 am → 2 pm		8/22/73 11:15 am 11:30	8/24/73 11:35 am 11:50		
	1	6	4		
	2	24	18		
	3	22	10		
	4	7	7		
	5	38	15		
	6	13	2		
	7	12	5		
	8	8	19		
	9	6	12		
	10	8	14		
	11	41	35		
	12	11	9		
2 pm → 4 pm		8/22/73 3:25 pm 3:40	8/24/73 2:30 pm 2:45		
	1	9	3		
	2	12	14		
	3	11	10		
	4	11	5		
	5	41	42		
	6	6	7		
	7	11	10		
	8	7	8		
	9	2	5		
	10	8	12		
	11	35	37		
	12	8	13		

BEACH/JONES

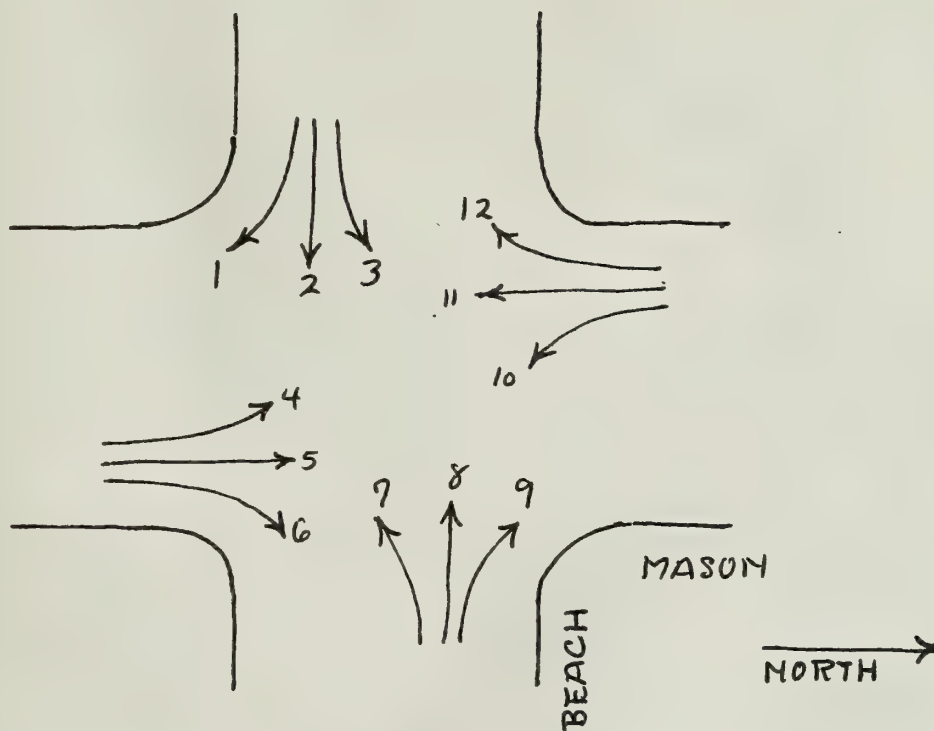
4/4

	MON	TU/WE/TH	FRI	SAT	SUN
4 pm → 6 pm		8/22/73 4:25 p 4:40	8/24/73 4:40 pm 4:55		
	1	2	4		
	2	17	17		
	3	12	3		
	4	7	13		
	5	32	40		
	6	4	1		
	7	3	2		
	8	12	9		
	9	5	13		
	10	3	12		
	11	42	49		
	12	13	8		
6 pm → 9 pm					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
9 pm → 12 m					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				

BEACH/MASON

 $\frac{1}{4}$

Diagram of Setting



Remarks

BEACH/MASON

2/4

	MON	TU/WE/TH	FRI	SAT	SUN
12 m → 2 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
2 am → 6 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
6 am → 9 am			8/24/73 8:00 am 8:15		
	1		6		
	2		23		
	3		8		
	4		7		
	5		11		
	6		4		
	7		3		
	8		23		
	9		8		
	10		0		
	11		4		
	12		1		

BEACH/MASON

3/4

	MOM	TU/WE/TH	FRI	SAT	SUN
9 am → 11 am		8/22/73 9:15 am 9:30	8/24/73 9:15 am 9:30		
	1	7	10		
	2	24	26		
	3	2	5		
	4	6	9		
	5	10	11		
	6	3	4		
	7	2	3		
	8	19	27		
	9	3	8		
	10	2	6		
	11	0	3		
	12	2	1		
11 am → 2 pm		8/22/73 11:10 am 11:25	8/24/73 11:10 am 11:25		
	1	5	5		
	2	14	19		
	3	4	8		
	4	14	12		
	5	22	31		
	6	4	6		
	7	4	5		
	8	23	18		
	9	4	9		
	10	0	4		
	11	9	3		
	12	3	6		
2 pm → 4 pm		8/22/73 3:30 pm 3:45	8/24/73 3:30 pm 3:45		
	1	18	23		
	2	41	42		
	3	4	8		
	4	9	7		
	5	30	36		
	6	6	16		
	7	6	9		
	8	37	38		
	9	4	0		
	10	1	3		
	11	19	21		
	12	4	6		

BEACH/MASON

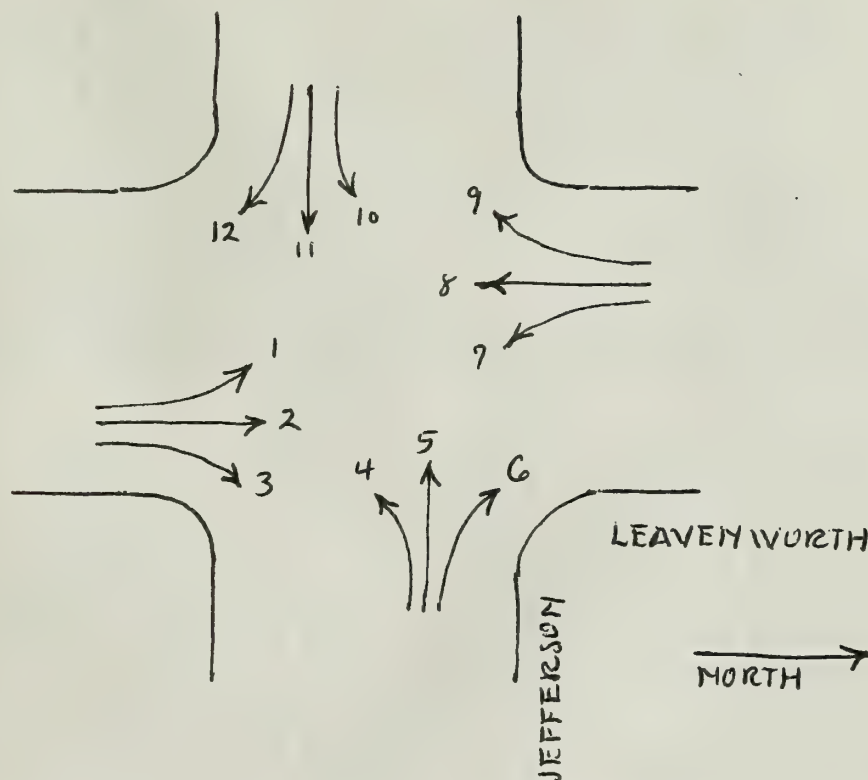
4/4

	MON	TU/WE/TH	FRI	SAT	SUN
4 pm → 6 pm		8/22/73 5:25 pm 5:40	8/24/73 5:25 pm 5:40		
	1	14	8		
	2	56	69		
	3	7	15		
	4	10	11		
	5	24	21		
	6	9	8		
	7	6	8		
	8	31	34		
	9	4	8		
	10	0	3		
	11	10	1		
	12	6	7		
6 pm → 9 pm					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
9 pm → 12 m					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				

JEFFERSON/LEAVENWORTH

1/4

Diagram of Setting



Remarks

Leavenworth becomes a commercial only (deliveries) street north of Jefferson.

Some tractor trailers come in and out of Leavenworth backing in and out of Jefferson.

This occurs around 9:30 am - no problem.

Buses back up traffic while turning.

JEFFERSON/LEAVENWORTH

2/4

	MON	TU/WE/TH	FRI	SAT	SUN
12 m → 2 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
2 am → 6 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
6 am → 9 am			8/24/13 8:55 am → 9:10 am		
	1		6		
	2		3		
	3		10		
	4		6		
	5		8		
	6		3		
	7		1		
	8		1		
	9		0		
	10		0		
	11		18		
	12		8		

JEFFERSON/LEAVENWORTH

3/4

	MON	TU/WE/TH	FRI	SAT	SUN
9 am → 11 am		8/22/73 10:35 am → 10:50 am	8/24/73 10:25 am 10:40 am		
	1	8	9		
	2	3	1		
	3	16	4		
	4	17	24		
	5	22	31		
	6	2	9		
	7	3	4		
	8	1	2		
	9	2	2		
	10	0	2		
	11	21	21		
	12	16	7		
11 am → 2 pm		8/22/73 12:45 pm 1:00 pm	8/24/73 12:25 pm 12:40 pm		
	1	28	39		
	2	1	2		
	3	45	55		
	4	22	25		
	5	49	50		
	6	1	4		
	7	0	3		
	8	3	8		
	9	0	0		
	10	0	3		
	11	36	61		
	12	28	25		
2 pm → 4 pm		8/22/73 2:04 pm 2:19 pm	8/24/73 2:15 pm 3:30 pm		
	1	12	6		
	2	4	3		
	3	30	42		
	4	29	25		
	5	49	60		
	6	2	1		
	7	2	3		
	8	3	2		
	9	1	2		
	10	1	1		
	11	29	48		
	12	13	16		

JEFFERSON/LEAVENWORTH

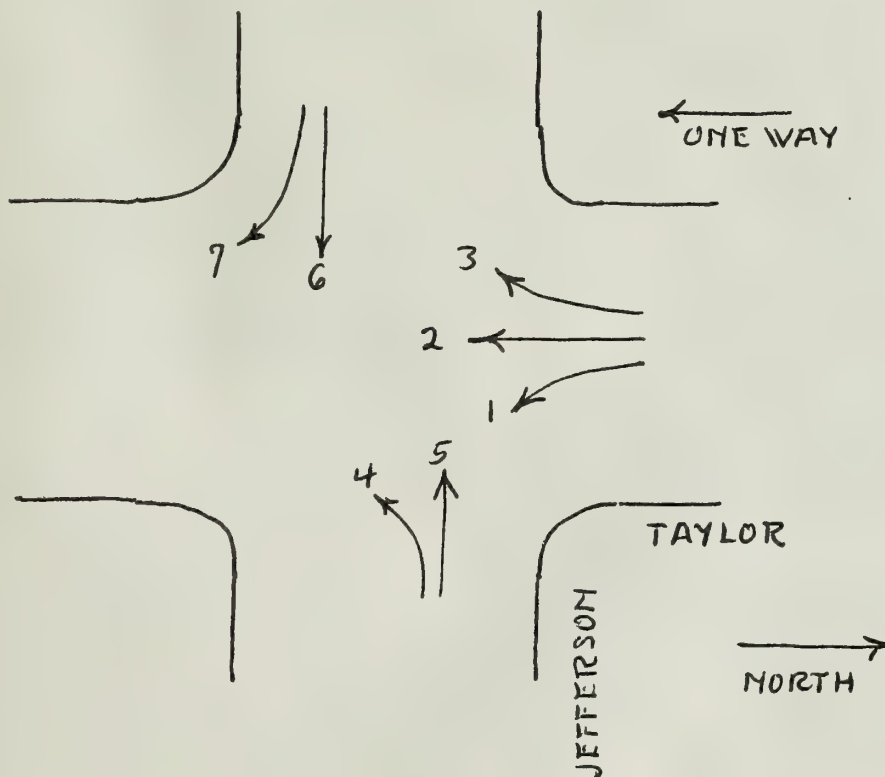
4/4

	MON	TU/WE/TH	FRI	SAT	SUN
4 pm → 6 pm		8/22/73 4:00 pm 4:15 pm	8/24/73 5:25 pm 5:40 pm		
	1	12	20		
	2	1	3		
	3	16	15		
	4	14	14		
	5	39	45		
	6	2	2		
	7	0	4		
	8	3	6		
	9	0	1		
	10	0	1		
	11	29	34		
	12	11	8		
6 pm → 9 pm					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
9 pm → 12 m					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				

JEFFERSON/TAYLOR

1/4

Diagram of Setting



Remarks

Jefferson is a Muni route

Pedestrian light comes on after 9:00 am.

Pedestrian scramble system.

Signals enter flash mode after 12:00 m.

JEFFERSON/TAYLOR

2/4

	MOM	TU/WE/TH	FRI	SAT	SUN
12 am → 2 am		6/13/73 12:36 am 12:51			6/17/73 12:55 am 1:10
	1	2			11
	2	8			17
	3	5			9
	4	8			5
	5	4			19
	6	9			29
	7	8			14
	8				
	9				
	10				
	11				
	12				
2 am → 6 am					
	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				
6 am → 9 am		8/22/73 8:03 am 8:15	8/24/73 8:35 am 8:50		
	1	6	20		
	2	6	5		
	3	3	12		
	4	3	3		
	5	29	21		
	6	30	20		
	7	1	5		
	8				
	9				
	10				
	11				
	12				

JEFFERSON/TAYLOR

3/4

	MON	TU/WE/TH	FRI	SAT	SUN
9 am → 11 am		8/22/73 9:40 am 9:55	8/24/73 10:05 am 10:20		
	1	12	12		
	2	13	7		
	3	12	12		
	4	5	6		
	5	22	24		
	6	30	36		
	7	10	12		
	8				
	9				
	10				
	11				
	12				
11 am → 2 pm		8/22/73 12:25 pm 12:40	8/24/73 11:55 am 12:10 pm		
	1	30	44		
	2	40	45		
	3	19	38		
	4	7	8		
	5	64	71		
	6	48	44		
	7	11	19		
	8				
	9				
	10				
	11				
	12				
2 pm → 4 pm		8/22/73 2:25 pm 2:40	8/24/73 2:50 pm 3:05		
	1	34	34		
	2	42	51		
	3	18	31		
	4	8	8		
	5	45	57		
	6	47	66		
	7	9	8		
	8				
	9				
	10				
	11				
	12				

JEFFERSON/TAYLOR

4/4

	MUN	TU/WE/TH	FRI	SAT	SUN
4 pm → 6 pm		8/22/73 5:30 pm 5:45	8/24/73 5:00 pm 5:15		
	1	35	26		
	2	50	36		
	3	19	17		
	4	15	12		
	5	38	27		
	6	39	35		
	7	10	7		
	8				
	9				
	10				
	11				
	12				
6 pm → 9 pm				6/16/73 6:15 pm 6:30	
	1			56	
	2			44	
	3			37	
	4			12	
	5			41	
	6			50	
	7			14	
	8				
	9				
	10				
	11				
	12				
9 pm → 12 m			6/15/73 9:25 pm 9:40	6/16/73 9:33 pm 9:48 p	
	1		35	50	
	2		34	46	
	3		34	30	
	4		11	13	
	5		43	52	
	6		46	43	
	7		14	23	
	8				
	9				
	10				
	11				
	12				

SOME RECOMMENDATIONS CONCERNING TRAFFIC MANAGEMENT AND
THE NORTHWARD EXTENSION OF THE POWELL/MASON CABLE CAR

by
Robert E. David

15 July 1974

ABSTRACT

Some Recommendations Concerning Traffic Management and
the Northward Extension of the Powell/Mason Cable Car

by Robert E. David

The extension of the Powell/Mason Cable Car into Fisherman's Wharf is discussed in terms of some changes in traffic and pedestrian patterns which might be brought about by the extension, especially as they pertain to the Taylor Street area between Bay and Jefferson Streets. Recommendations are made and evaluated with regard to the closure of Taylor Street to vehicular traffic during certain congested periods. The exact designs required to carry out these recommendations are beyond the scope of this paper and would be subject to comprehensive urban design and traffic engineering analysis.

INTRODUCTION

San Francisco currently has three operational cable car lines. One of these, the California line, operates on an east/west route along California Street between the financial district on the east and Van Ness Avenue on the west. The other two lines, the Powell/Hyde and the Powell/Mason operate north/south routes between the downtown retail district on the south and the Fisherman's Wharf area on the north. The latter of these two, the Powell/Mason line, currently has its northern terminal (turntable) three blocks south of the center of the Fisherman's Wharf area at Bay and Taylor Streets.

The issue of interest here is the prospect of extending the Powell/Mason line three blocks northward to an off-street site past Jefferson Street. This extension concept has long been a part of San Francisco City Planning policy and is therefore likely.

Figure 1 is a map of the San Francisco northern waterfront area which includes Fisherman's Wharf. Various street intersections on the map have been marked with capital letters (A, B,...H) for the sake of reference throughout this paper. The heavy dashed line encloses the area north of Bay Street which is considered to be the Fisherman's Wharf Area and vicinity.

DESCRIPTION OF THE CURRENT SITUATION

Referring to Figure 1 the present north terminal (the turntable) of the Powell/Mason cable car is just a few feet

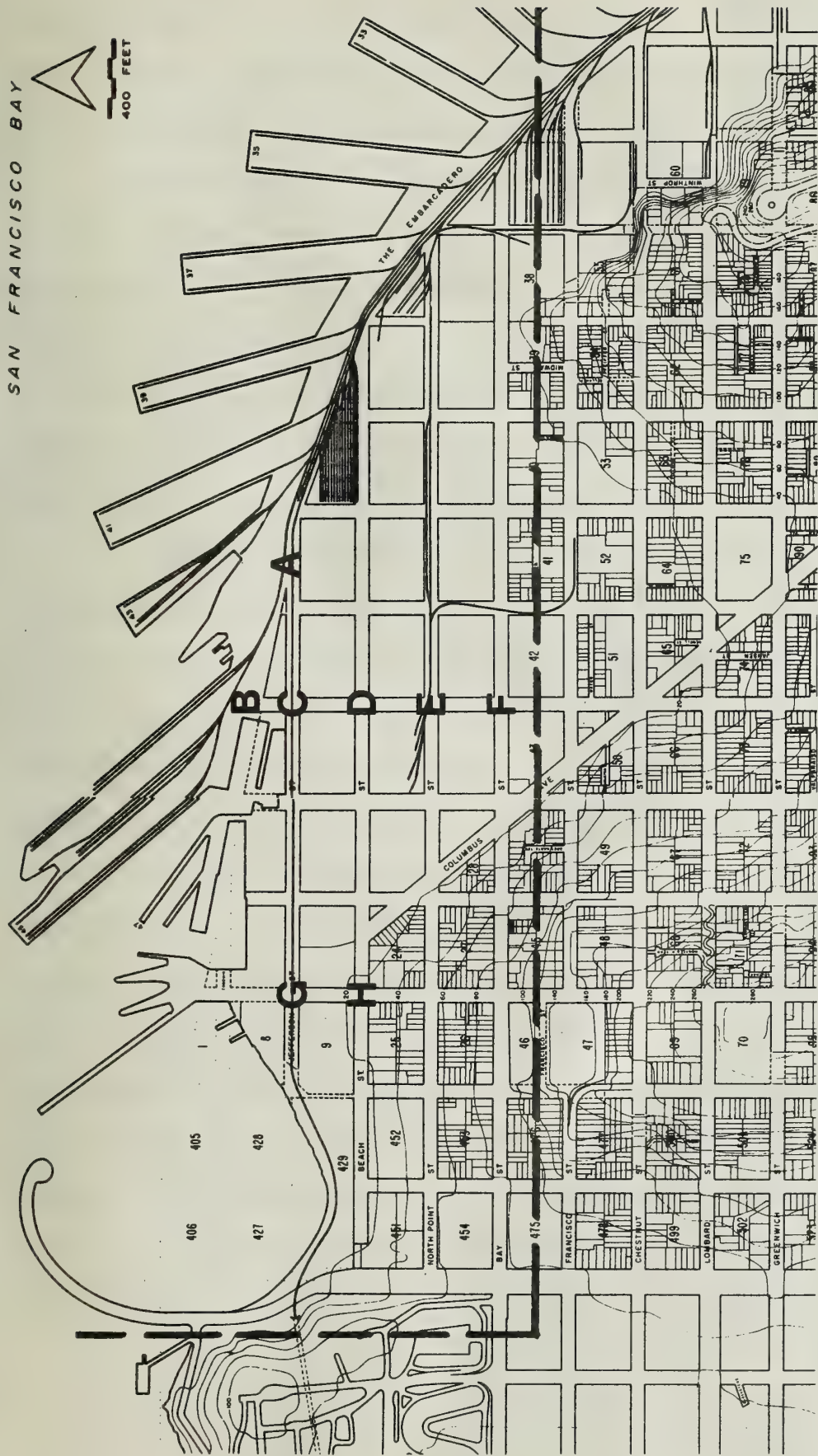


Figure 1. Map of the Fisherman's Wharf Area and Vicinity.

south of point F which is the Bay/Taylor Streets intersection. The proposed extension would move the turntable north to a point proximate to and northeast of C, Jefferson/Taylor.

The motivation for moving the turntable is primarily twofold: First, the present turntable site (F) is in the middle of a medium width street, and the nature of the setting (lack of space, nearness to a street with heavy traffic, etc.) is not receptive to large groups of people waiting for the cable car since it is in no way a plaza or park like setting. Open space currently in use as surface parking lots at C could provide such a plaza setting. Second, the ultimate destination of the people riding the cable car (especially during the tourist season) is for the most part the immediate Fisherman's Wharf area at C (Jefferson/Taylor). Thus the cable car passengers currently alight at F and meander north three blocks to C which becomes the primary dispersal point. Along this three block walking route there are a number of retail establishments which are no doubt patronized to a certain extent by the cable car patrons on their journey to and from the turntable. As a result these three blocks of Taylor Street have become a very pedestrian/window-shopping kind of environment in spite of the southbound one-way traffic on the street roadway. It would be desirable for this pedestrian environment and its associated browsing patterns to be retained and enhanced in the event of the cable car extension to C.

RECOMMENDATIONS

If the cable car is extended three blocks up Taylor Street, the two-way operation of the cable car would preclude the present use of these three blocks for two lanes of southbound one-way traffic. Currently the amount of traffic using this segment of Taylor Street in the most congested periods is only about 280 vehicles per hour (see the "Traffic Study" p.94), and they can only go as far as Bay Street where they must make either a left or right turn. This is less than one fourth of the total traffic using the Jefferson/Taylor intersection in the peak periods (summer weekend afternoons and evenings).

In order to eliminate this traffic it would be helpful to eliminate its primary source which is the area in front of the restaurants on Taylor Street north of Jefferson (segment BC in Figure 1). This traffic area (BC) is in turn fed by the Embarcadero via segment AB. Since 65% of the traffic coming via segments AB and BC (one-way traffic) turns back onto Jefferson (CA and CG) anyway, it would seem plausible to divert them towards C from A in the first place instead of letting them travel towards B at all.

Thus the triangle area, ABC, could be closed to through traffic, while retaining existing parking areas by means of proper traffic control via a cul de sac treatment of segment AB.

In turn, Taylor Street from B to F could be for pedestrians only during normally congested periods. This closure of Taylor Street (cross traffic at Jefferson, Beach, and North Point Streets would persist with a no-turn limitation) appears feasible

since no primary, continuously used vehicle access ways (for parking lots, etc.) use Taylor Street with the exception of the two gas stations on the northeast and the northwest corners of Bay/Taylor (F) whose access could probably be limited to Bay Street only. However, if this limitation of access to the gas stations proved awkward, then the Taylor Street access of the two stations could be retained by having the south end of the pedestrian-only zone at the mid-block point in segment EF.

Access to the pedestrian-only areas should be provided for delivery vehicles during all off-peak periods (especially during the mornings when the entire wharf area is very quiet) and for emergency vehicles at all times. Provisions for these special access requirements could be incorporated in the design of the appropriate signage and barrier devices which would effect the closures. Electric traffic signals (which might be trippable by the cable cars) may need to be installed to control the interaction of the pedestrians using Taylor Street and the autos using the cross streets (Jefferson, Beach, and North Point Streets).

Since the two-way cable car operation would effectively make Taylor Street a two-way traffic environment, any off-peak traffic permitted through the closure areas should also be two-way as opposed to the current one-way traffic condition.

The Taylor Street closure would hopefully create an environment inviting to pedestrians. With large numbers of

people distributed along this three block pedestrian area during peak periods there would be some demand for alighting from and boarding the cable cars within the three block area. People coming from downtown could easily alight at any series of designated stops in the three blocks prior to the cable car's arrival at the turntable. This presents no problem. The problem would come, however, from persons wanting to board the cable car to go back downtown. Since the cable cars are normally packed beyond capacity immediately at the turntable people wanting to board within the three block pedestrian area would typically be passed up as is the current practice. A solution to this problem might be that a prescribed number of cars (eg. every other one) would not permit any riders to board at the turntable, but rather they would leave the turntable empty and begin to pick up riders only after having advanced a block or two beyond the turntable. This recommendation would seem appropriate to all three turntables in the system during congested periods since it would permit some local residents along the routes to use the cable cars instead of their use being limited to tourists at the turntable.

Further study of these recommendations concerning traffic closures might lead to consideration of additional closures on Jefferson Street (segments AC and CG) and Hyde Street (segment GH). The combination of these closures would provide a continuous pedestrian network that would touch all of the most interesting parts of the Wharf area.

To test the workability of these traffic closures, it would be a simple and inexpensive matter to close these streets off with some simple but effective and tasteful barricades (as is done with Maiden Lane in downtown San Francisco) during peak periods. These tests could of course be conducted without waiting for the cable car to be extended. Such tests could even be done this summer. The barricades should be arranged in such a way that autos parked within the barricaded areas prior to their closure could easily drive out yet no new vehicles could drive in. The test closures need not be done all at once. In fact it would be desirable to test the closure of various segments and different combinations to see which are the most effective.

EVALUATION

The various benefits in light of which the foregoing recommendations were made include the following:

The Taylor Street closure alone would eliminate the pedestrian/auto conflicts that now occur at Jefferson/Taylor. These conflicts, mostly due to turning autos having to wait for pedestrians in crosswalks, are the primary cause of the traffic queues that now build up on Jefferson Street during peak periods. There would no longer be any turning autos at the intersection since the traffic movement would be along Jefferson. This traffic movement would be only periodically interrupted by the traffic signal which would permit pedestrians to cross Jefferson. The Jefferson Street traffic could have

more "green light time" than they do now since there would only be two phases to the signal system cycle instead of the current three phases. The pedestrians would also have more time to cross Jefferson. Pedestrians would also be able to cross Taylor Street continuously.

If the eastward flow of Jefferson Street traffic became smoother than it is now in segment GC it is unlikely that more traffic would be attracted to the intersection due to the metering effect of the Beach/Hyde intersection (H) on traffic flowing westward. Thus congestion being pursuant to decongestion at Jefferson/Taylor is not probable. However, there may be a chance of additional traffic being encouraged into Jefferson/Taylor from the east due to initial decongestion of Jefferson/Taylor. This would be reason to impose a traffic closure on Jefferson Street as well from A to G and on Hyde from G to H as mentioned above in the section on recommendations.

If larger pedestrian areas are provided by means of these closures then the current propensity of pedestrians to spill over into the streets in order to avoid congested sidewalks would be eliminated since the street would become part of the sidewalk.

Moving the turntable northward would eliminate large volumes of pedestrians from crossing Bay Street (one of the busiest arterials in San Francisco) as they go back and forth between the current turntable location and the Wharf area. This would be especially important during the summer weekday afternoons when Bay Street carries a significant portion of

the auto and bus traffic going towards the Golden Gate Bridge. Also, the extension of the cable car would provide a transfer point between the cable car and the 19 Polk bus at Beach and at Jefferson Streets. The removal of the turntable from its current location would also remove a possible disturbing source of noise and clutter from the residential buildings on either side of Taylor Street.

In spite of the closure, limited access to Pier 45 for normal shipping operations would not in the least bit be hampered nor would new traffic accessing the pier in the event of new use of the pier be hampered.

Presuming the belt railroad remained semi dormant or became more active than it is now, the various street closures would not prevent nor hamper its operation. In fact a Jefferson Street closure would permit the railroad to operate at almost any hour thereby adding another needed touch of genuineness to the wharf which it sorely needs.

The pedestrian network established with the Taylor Street closure and the elimination of the current one-way street environment and the possible additional closure of Jefferson Street would contribute a unifying influence to the Wharf area and strengthen the retail merchandizing activity. This latter phenomenon has been the consequence of numerous street closures throughout the United States and Europe.

Lastly, the closures could be easily tested at negligible cost.

CONCLUSION

The Powell/Mason cable car extension and consequent street closures would contribute to an enhancing of the urban design of the Taylor Street area to a level on a par with the Beach/Hyde Streets Victorian Park area. The various recommendations made above are in conformance with the City's "Northern Waterfront Plan."

AN EASY-GOING PLAN
TO MAKE FISHERMAN'S WHARF
A MORE ATTRACTIVE PLACE

by

Karl Kortum
Director
San Francisco Maritime Museum

The Problem:

The problem at Fisherman's Wharf is that there is very little charm.

Put it another way--there is very little atmosphere.

There is charm (atmosphere) once you get to the boats.

But the boats are increasingly a small part of the scene.

The Problem (continued)--

The scene is dominated by the automobile. It is a mooring place for automobiles, not for boats. Or at least it looks that way. And we are talking about looks. Looks are important in an area that has to attract the public.

The Problem (continued)--

There isn't much continuity. Except when you get around in back and out among the boats, there are no characteristics that make Fisherman's Wharf a place.

Standing at the corner of Taylor and Jefferson you could be anywhere. If it weren't for a faint glimpse of the boat basin and the faintly maritime look of the Pier 45 pier face, you could be at an intersection in Los Angeles. Twenty miles from salt water.

The Problem (finale)--

There has been no push to make the place look good and preserve the atmosphere. There have been some half-hearted attempts from time to time, carried out by professionals who have been hired. But the results are amateurish. There have also been some sweeping plans proposed by architects that would wipe out everything, including what little charm is left.

A case of too little or too much.

The Solution:

- a. Make the place into a working, heavily-used fishing port again. Heavily-used, that is, by boats and fishermen. Let the tourists fit in around this activity. They will love it.

The Mayor's Committee has foreseen this and is already moving strongly in this direction.

- b. Make Fisherman's Wharf attractive and atmospheric in detail -- in street furniture, paving, gas lamps, the addition of flowers.

Detail is the word.

- c. Introduce wood. Wharves are made of wood. Wood will counter the asphalt, the plastic, the stucco and the stainless steel that, unfortunately, the place is increasingly made of. At least the restaurant area seems to be made of it.
- d. As a second theme, introduce cast iron. It has a look of tradition, solidity and Old San Francisco that sets it in contrast to the modern materials listed above. It is durable and easy to maintain.
- e. As Marget Larsen has suggested, arrange for a circular flow pattern for walkers. This will require a foot-traffic bridge over the entrance to the area. This bridge can also be the sign that you are entering the Fisherman's Wharf area.
- f. In summation--make a whole out of details. Be careful about the details.

Try for original ideas, nothing off the shelf. But nothing startling, either. No ego trips for the designer, no uptown styling. A little sentimental, but not too sentimental. A little campy, if need be, but no corn.

Some suggestions:

1. Literally pave the street with heavy, fireproofed planks from side to side. Not everywhere. But put in several of these sections extending for fifty yards or so.

Then the visitor driving into the area will have a feel that he has arrived at (or on) a wharf.

Presently he has to be told by a large sign made of plastic.

2. Get rid of the "slot" effect of Jefferson St. by having it curve out in front of the TraveLodge. Use the little island in front of the motel thus created for a planting of three trees and set in some period benches on cobblestones.
3. One of the problems with Fisherman's Wharf is its "horizontality." This can be broken by planting a cluster of three Lombardy poplar trees in three different places--one at the end of the Franciscan, one at the end of the Exposition, and one in the little island aforementioned in front of the Trave-Lodge.

Lombardy poplars are Italian trees. They are tall.

4. This plan doesn't interfere much with parking, recognizing that the restaurants depend on the automobile. But it does attempt to do two things in regard to the motorcar--to break up the sea of cars with here and there a massive planter box of roughened lumber that will be higher by a little than the automobile.

Secondly, it foresees the motorists alighting and making their way towards the restaurants on wooden walkways, instead of hard asphalt.

These walkways would be planked with somewhat narrower and lighter planks than the street sections previously described.

Wood is pleasant to walk on and again--there is a feeling underfoot that you are at a wharf.

Some suggestions (cont'd):

5. However, there is one section where the automobile should be eliminated, maybe fifteen cars. This is alongside the boat basin on Jefferson St. It is profligate to destroy the only view of boats the passing motorist is likely to have by having parked there a dozen or so automobiles.

Also--here in particular the planked street running to water's edge would be effective to tell the passer-by that he has arrived, even if momentarily, at a wharf.

6. The Italian theme should be stressed more. The place should not only be wharf-like, but have more Italian flavor. One way to do this would be to plant the planter boxes with flowers and to take a collection from businessmen in the area to hire a gardener (who should be a salty type and preferably from North Beach) to see that they stay luxuriant.

7. The pilings with chain between that the Port Authority has erected here and there on the wharf were a suggestion of the author's in plans drawn up for the Fish Alley area in 1964.

However--in these plans an occasional pile was to be put on a lathe and some turnings made and painted in bright colors. This was a distant nod to the piles that gondolas tie to in the canals of Venice.

This was not done and these fences are rather somber. They need the light Italian touch.

8. The Big Arch near the BALCLUTHA through which car floats occasionally bring in railroad cars is an important thematic element at the wharf. Its color scheme should be studied. Its style is good enough that a smaller building or two, say a ticket booth to a parking lot, could echo it.

Some suggestions (cont'd):

9. One of the sad notes at the wharf are the "modern" little gift shops and hamburger stands, made of redwood and finished in Redwood Rez. They stand for nothing at all; they are a vacuum trying to fill a vacuum. There were handsome, plain, ship-lap sided, small structures here and there on the old San Francisco waterfront. Buildings that looked like they belonged on a wharf. A few of these should be built again.
10. A couple of suggestions are offered for gas lamps. One attaches to a wall, another is at the top of a wooden pole--not a smooth pole, a faintly rough one. Gas lighting is atmospheric. In some cases these same fixtures might be used for electricity to increase the illumination in certain areas.

If the selection of lighting fixtures can be held down to one or two, and they can be repeated throughout the area (some attached to private premises) a theme is introduced and Fisherman's Wharf starts to hang together as a place.

11. The same can be said of signs. An illustration is given of a cast iron sign. This is durable, thematic, and easily maintained. It should be used for "public" signs giving directions, for street names, and pointing out areas of interest.
12. An illustration (photograph) is also given of a wooden sign of utmost simplicity. This is on the waterfront at Copenhagen.

Such simplicity (and effectiveness) is going to have a hard time competing with the twelve foot neon signs that presently are a feature of the Wharf. But it should be remembered that the neon signs are competitive and if everybody were to someday (?) agree that all the twelve foot signs would be reduced to two foot signs, nobody would have a competitive edge.

And the Wharf would look a hell of a lot better. And certainly more like a wharf.

In conclusion let me say that this is called an easy-going plan because (except possibly for the last item) it doesn't try to change what's there. It represents a kind of "overlay." Fill in the blanks at the Wharf (and there are plenty of them) with something attractive.

It can be called, therefore, a practical plan--one that can be made to happen. A little at a time.

It is amazing that one of the three major tourist areas in San Francisco (a city that derives more than three hundred million dollars a year from the tourist) has, as far as the authorities go, been allowed to squat in dullness at best, and ugliness at the worst.

FISHERMAN'S WHARF STREET LIGHTING

by

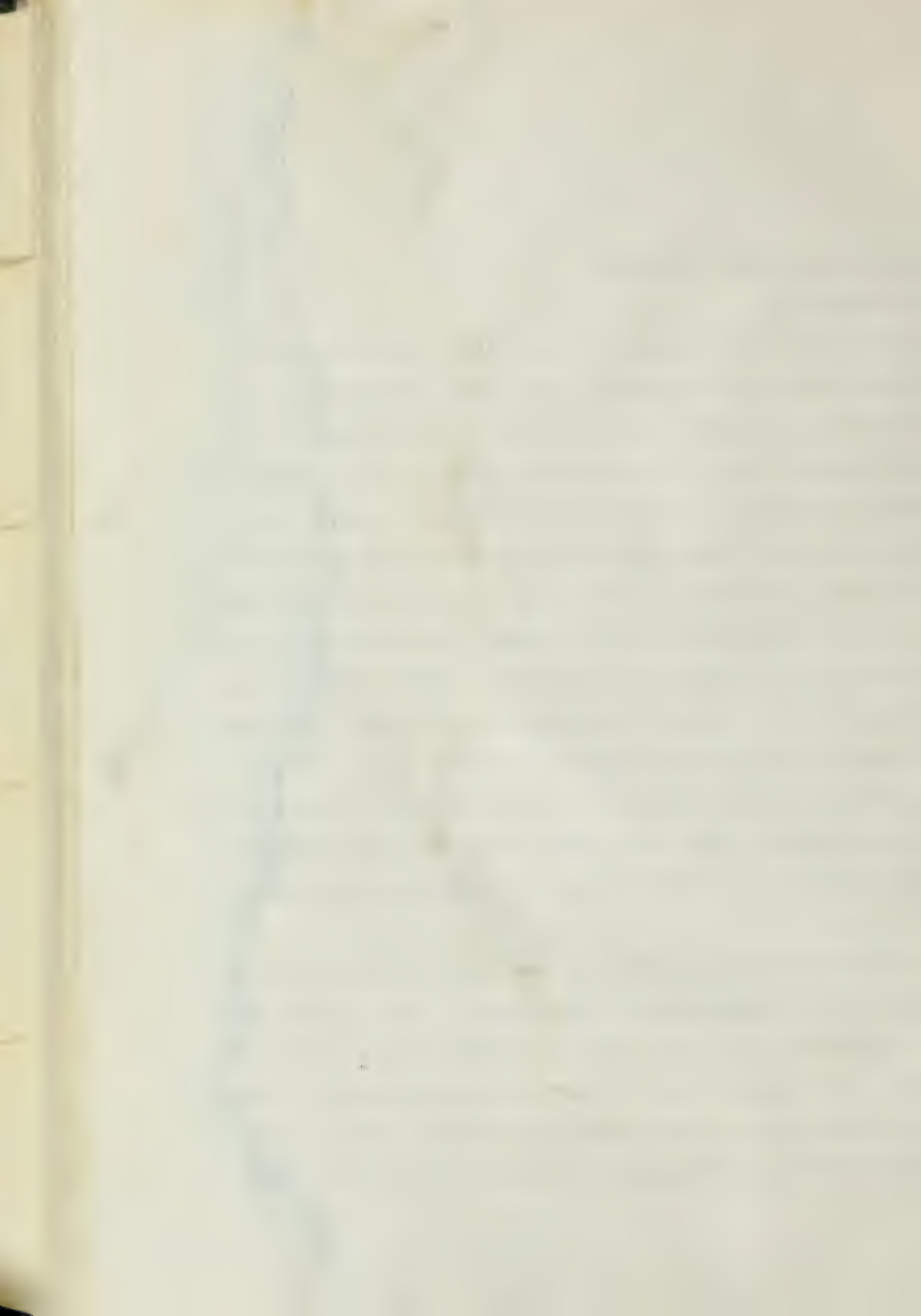
Richard Hedman
Principal Planner for Urban Design
San Francisco Planning Department

FISHERMAN'S WHARF STREET LIGHTING

EXISTING SITUATION

The area under consideration extends from Van Ness Avenue and Bay Street east and northward to the Bay. Within this area four sub-areas can be identified. The most attractive might be called the Historic Area. Embracing Ghirardelli Square, Hyde Street Pier, Haslett Warehouse, and the semi-historical Cannery, and a number of other older commercial buildings and homes, the area imparts a sense of historical continuity. Adjacent to this area starting east of the Cannery is the intense collection of tourist oriented shops, restaurants and amusements. Gaudy and new, this area evidences little trace of its original character. It appropriately might be called the Commercial/Tourist sector. The Commercial/Tourist sector ends rather abruptly to the east in the trolley bus yards, sewage plant and other industrial development. The fourth area is the waterfront itself and the working piers from Pier 45 to 31.

Bay Street presently is the main east-west arterial linking these areas. The Transportation Plan calls for Bay to eventually become the eastbound half of a one-way couple composed of Bay and North Point. The couple would be part of the City's main through trafficway linking the Bay and Golden Gate Bridge. With making these streets one-way an important objective should be to widen



the sidewalks and provide generous landscaping to enhance the livability of these streets.

The character of the four areas described is reflected to a limited degree in the street lighting. The use of gas lights and gas-style lights in and around Victorian Square is the most distinctive public lighting, setting this area apart from the rest of the district. The use of the old style Glass-Topped incandescent light along the waterfront of Aquatic Park to a lesser degree helps to set that area off although the complete vandalism of similar lighting on Aquatic Pier weakens the overall effect.

East of Leavenworth Street, the use of white globes on several buildings and in the Cannery parking lot establishes a minor pattern that could be strengthened with good effect. The dominant fixture, however, is the high cobrahead light.

The major design problems stem from the irregular juxtaposition of different sizes and styles of light fixtures. The most serious offender is the tall cobrahead unit which makes an incongruous partner for both the intermediate 1930's Glass Top and the lower gas light and globe fixtures. The Glass Top, while not as harmonious with the lower fixtures as the antique incandescent standards on the Hyde Street Pier still makes a much better companion than the cobrahead.

The disharmony could be reduced if the placement were more formally organized. There should be if not a reason then some uniform rule where a shift from one fixture type to another is allowed. It is not uncommon at present to find three kinds of fixtures within 50 feet of roadway.

DESIGN OBJECTIVE

The vagueness of the boundaries of the four sub-areas described earlier and the lack of continuity within them make the setting of rigid patterns for different kinds of fixtures difficult. Excessive uniformity could also reduce the sense of variety and spontaneity that mark parts of the Fisherman's Wharf area. The design approach recommended would create a loose framework in which minor variations could creatively occur.

Functional needs require one pattern to be rigidly observed: Bay and North Point if they become a one-way couple should be identified by lighting fixtures similar to those used on most arterials. To allow for other styles of fixtures to be worked in with these units, the standards should be arranged parallel to each other and not staggered. Street lighting should reflect the major character differences within different parts of the district. West of Leavenworth, pedestrian scaled street lights of a historical nature and/or compatible with the existing cluster of gas and electrified gas lights should be used. East of Leavenworth, lighting should be more contemporary and not imitate historical styles. Use of single or multiple white, frosted or clear globes is to be encouraged.

On any one block the variety of street light styles should be restricted to two or at most three styles to avoid confusion. Enough lights of any one style should be used to establish a definite pattern and not contribute to a fragmented effect. Orderly spacing is also an important attribute to visual order within a block. Spacing and light styles can differ more

significantly between blocks as total uniformity is not necessary or particularly desirable.

Unique streets within the city should be further identified with special lighting fixtures and light. Columbus Street shares with Market Street the distinction of an established commercial street cutting across a grid pattern. The same type of lighting should be used together with distinctive lamp standards and housings. The Embarcadero is another very special street within the city which merits individual treatment. When the roadway is reconstructed, especially designed lights should be installed. In this unique situation the visual effect and pattern of fixtures is as important as lighting standards.

SUGGESTED STREET LIGHTING TREATMENT FOR THE FISHERMAN'S WHARF AREA
At All Intersections:

Four 30'-35' standards should be placed at each intersection, one on each corner. Two light fixtures on 8'-10' arms projecting over the cross walk would be mounted on each standard. The light source should be shielded to minimize glare and spill-over screened out in residential areas. The light should be white and the lamp housing style similar to the standard cobrahead unit.

Bay Street (and North Point Street if a Part of One-way Couple)

Additional 30-35 foot standards shall be located between the intersection clusters. They should be paired in parallel arrangement. The light source should be shielded to minimize glare and spill-over screened out in residential areas.

The light should be white and the lamp housing style similar to the standard cobrahead unit. Pedestrian scaled lighting not

exceeding 14 feet in height may be arranged between the 30-35 foot standards. It is particularly to be encouraged along commercial frontages or other areas with high pedestrian activity. Illumination of regularly spaced trees is an alternative that could be quite dramatic as well as attractive.

Columbus

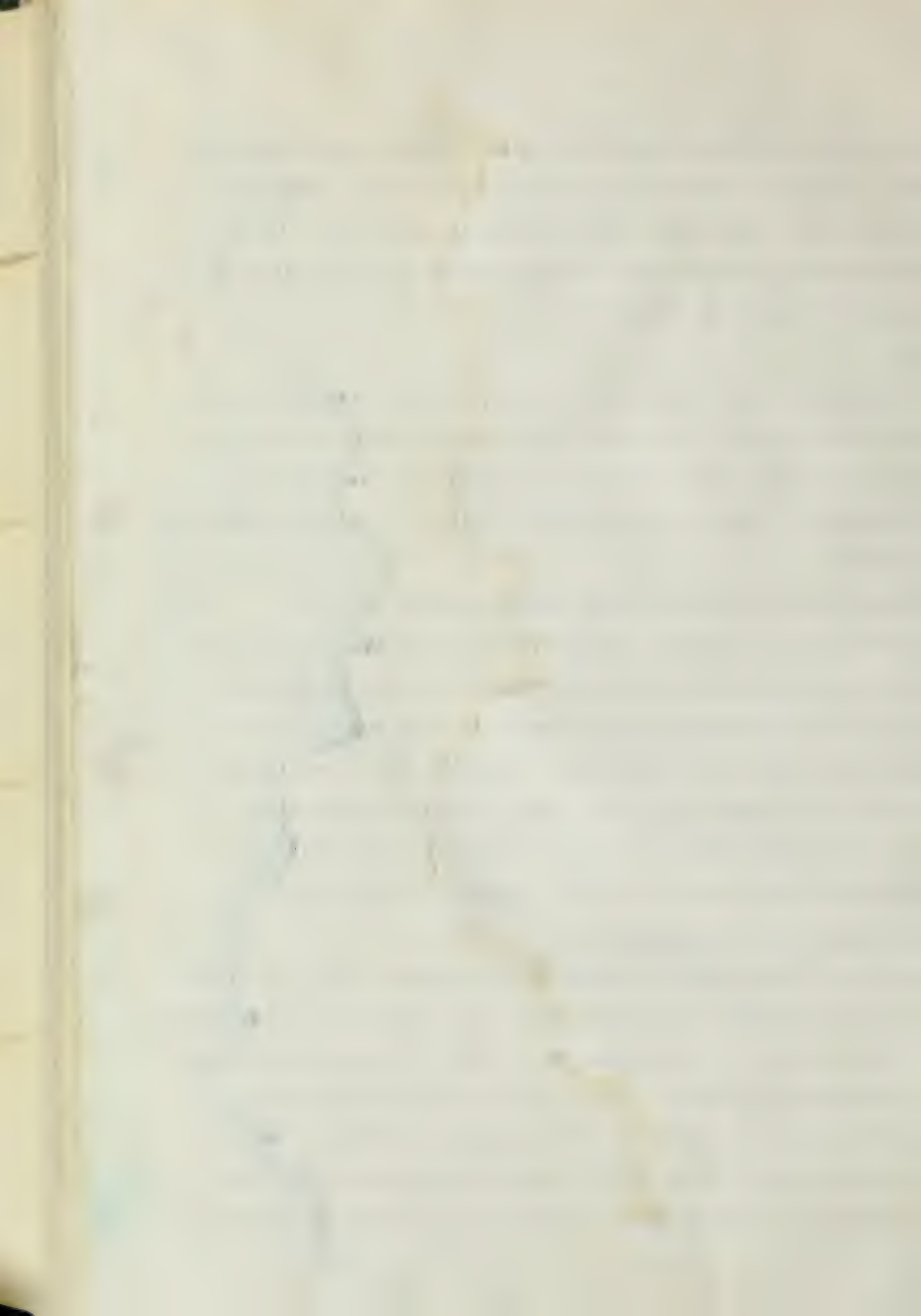
The improved Lucolux lamps with superior color rendition are suggested to be used in the street lights along the entire length of Columbus and around the periphery of the small Joseph Conrad Plaza. Eventually distinctive lighting fixtures should be installed along Columbus.

Streets Other than Bay, North Point and Columbus

Required street lighting levels between intersection lighting shall be achieved by using either intermediate height Glass Top or older style incandescent units or more closely spaced 14-foot high pedestrian units. The latter is urged for use along commercial frontages and other areas with high levels of pedestrian activity. The intermediate units are appropriate for residential and other areas where there is little pedestrian activity.

Pedestrian-Scale Street Lighting

Gas-style lights (gas or electrified versions) are to be used only west of Leavenworth. Adjacent lighting should be of compatible style. Smoked single or multiple globe lights are to be encouraged west of Leavenworth because of their compatibility with older settings and gas-style lighting. Old-fashioned reflector incandescent lighting (similar to that found on Hyde Street Pier) may also be used west of Leavenworth. White single-globe or multiple-



globe lights may be used only east of Leavenworth. Frosted or clear globe fixtures are compatible with existing white globes and may be preferred in future installations. The spread of multiple-globe lights shall fit within a three-foot cube (3'x3'x3').

No more than three styles of street lights may be used on any block length of street. No individual style should be used in multiples of less than four. Entrances to large arcades or shopping complexes may be indicated by a larger and slightly higher version of the prevailing light fixtures.

Parking Lot and Garage Lighting

Parking lot light standards should be of intermediate height, 20-25 feet, and the lighting source compact quartz spots mounted close to the mast. The mast of either unpainted wood or black square section steel is recommended. Fixture similar to street lights in appearance should be avoided.

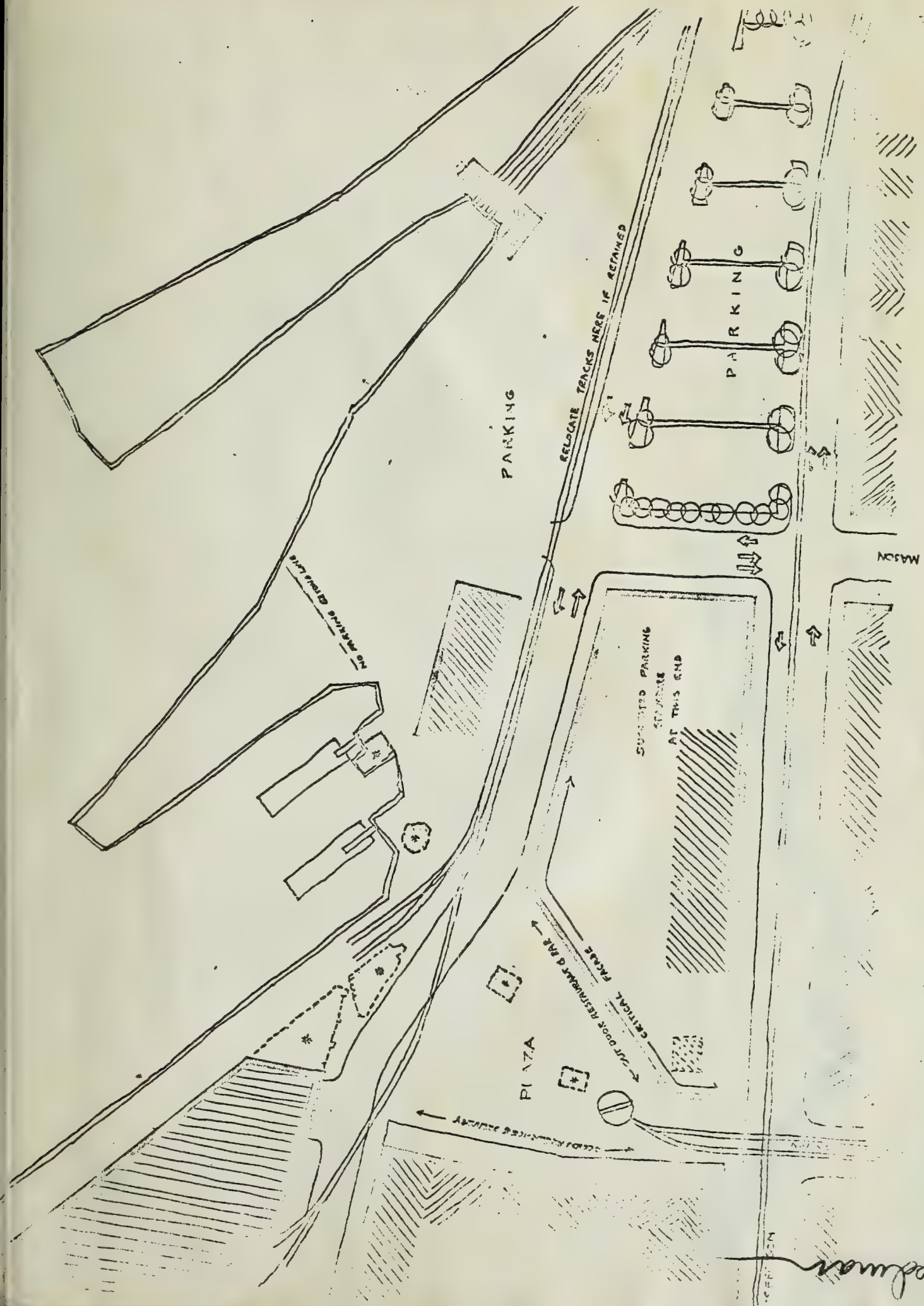
Illumination of parking garages should be shielded so that light source is not visible from street.

Aquatic Park and Pier

The existing Glass Top incandescent provides a pleasant warm light and should be retained. Lights on pier should be refurbished and continuity between pier lights and beach lights made. Several gas lights near Glass Tops in Victorian Park should be moved further into the park.

The Embarcadero

Special lights should be designed when this roadway is reconstructed. Use of color in the lamp housing is a possibility that should be considered.



N DAY VIEW

101.3

Hodman

EXTENDED
1/10/33
3

